

The Power of Habit

Why We Do What We Do In Life And Business

By Charles Duhigg

Prologue: The Habit Cure

- xi Lisa Allen was 34, started smoking and drinking when she was 16, and had struggled with obesity for most of her life.
- At one point collection agencies were hounding her to recover \$10,000 in debts.
 - An old resume listed her longest job as lasting less than a year.
 - According to the most recent report on her file, Lisa had no outstanding debts, didn't drink, and was in her thirty-ninth month at a graphic design firm.
- xii It had been four years since her last cigarette and she had lost 60 lbs and run a marathon since that time.
- She'd also started a master's degree and bought a home.
- xiii How did she give up cigarettes?
- She had spent four months crying, binge eating, unable to sleep, and feeling ashamed, helpless, depressed, and angry, all at once.
 - She needed a goal in her life, something to work toward.
 - She decided that she would come back to Egypt and trek through the desert.
 - Lisa gave herself one year to prepare.
- xiv She had to give up smoking to reach her goal.
- Over the next 6 months, she would replace smoking with jogging, and that, in turn, changed how she ate, worked, slept, saved money, scheduled her workdays, planned for the future, and so on.
 - She would start running half-marathons and then a marathon.
 - The scientists saw something remarkable in Lisa's brain – her old habits had been overridden by new patterns.
 - Lisa had focused on changing just one habit – smoking – at first.
 - By focusing on one pattern, the "keystone habit", Lisa taught herself how to reprogram the other routines in her life as well.
- xv "You're helping us understand how a decision becomes an automatic behavior," the doctor told her.
- When you woke up this morning, what did you do first?
 - Did you hop in the shower?
 - Check your email?
 - Grab a doughnut from the kitchen counter?
 - Did you brush your teeth?
 - Tie the right shoe or the left shoe first?
 - What did you say to your kids?
 - What route did you take to work?
 - Chat with a colleague?
 - Jump into writing a memo?
 - Salad or hamburger for lunch?
 - When you got home, did you put on your sneakers and go for a run, or pour yourself a drink and eat dinner in front of the TV?
 - "All our life, so far as it has definite form, is but a mass of habits." - William James

- xvi One paper published by a Duke University researcher found that more than 40% of the actions people performed each day weren't actual decisions, but habits.
1. How habits emerge within individual lives
 2. Habits of successful companies and organizations
 3. Habits of societies
- xvii Habits can be changed, if we understand how they work.
- Habits: the choices that all of us deliberately make at some point, and then stop thinking about but continue doing, often every day.
 - "I first became interested in the science of habits as a newspaper reporter in Baghdad."
- xix "Understanding habits is the most important thing I've learned in the army," the major told me.
- My wife and I write out habit plans for our marriage.
- xx The major was a small man from Georgia. Now, he oversaw 800 troops in one of the most sophisticated fighting organizations on earth.
- "I tell my soldiers all the time, there's nothing you can't do if you get the habits right."
 - We now know why habits emerge, how they change, and the science behind their mechanics.
 - We know how to break them into parts and rebuild them to our specifications.

Part One: The Habits of Individuals

Chapter 1: The Habit Loop – How Habits Work

- 3 The fall of 1993
- Eugene Pauly (E.P.), a man who would upend much of what we know about habits, walked into a laboratory in San Diego for an appointment.
- 4 About a year prior, Eugene started to have memory loss and was vomiting and writhing in stomach cramps.
- Within 24 hours, his dehydration was so pronounced that his panicked wife took him to the emergency room.
 - His temperature started rising, hitting 105 degrees as he sweated a yellow halo of perspiration onto the hospital's sheets.
 - He became delirious, then violent, yelling and pushing when nurses tried to insert an IV into his arm.
 - Only after sedation was a physician able to slide a needle between two vertebra in the small of his back and extract a few drops of cerebrospinal fluid.
- 5 Eugene was suffering from viral encephalitis, a disease caused by a relatively harmless virus that produces cold sores, fever blisters, and mild infections on the skin. In rare cases, however, it can make its way into the brain causing catastrophic damage.
- 7 Henry Molaison (H.M.)
- The doctor proposed cutting into head to lift up the front portion of his brain and suck out the hippocampus and some surrounding tissue.
 - The surgery occurred in 1953.
- 8 H.M. couldn't retain any new information.
- From the day of his surgery until his death in 2008, every person H.M. met, every song he heard, every room he entered, was a completely fresh experience.
- 9 Eugene still had all the habits he had formed in his youth.
- When someone showed Eugene photos of his grandchildren, he had no idea who they were.
 - When the doctor asked if he remembered getting sick, Eugene had no recollection of his illness or the hospital stay.

- He almost never recalled that he was suffering from amnesia.
 - His mental image of himself didn't include memory loss, and since he couldn't remember the injury, he couldn't conceive of anything being wrong.
- 11 Soon Eugene was going on walks every morning.
- 12 When the doctor and his assistants heard about these walks, they started to suspect that something was happening inside Eugene's head that didn't have anything to do with his conscious memory.
- It was clear to the doctors that Eugene was absorbing new information. But where inside his brain was that information residing?
 - How could someone find a jar of nuts when he couldn't say where the kitchen was located? Or find his way home when he had no idea which house was his?
 - How were new patterns forming inside Eugene's damaged brain?
- 12 At the Massachusetts Institute of Technology, there are laboratories that contain what look like dollhouse versions of surgical theaters.
- 13 These laboratories have become the epicenter for a quiet revolution in the science of habit formation, and the experiments unfolding here explain how Eugene – as well as you, me, and everyone else – developed the behaviors necessary to make it through each day.
- When MIT researchers started working on habits in the 1990s – at about the same time that Eugene came down with his fever – they were curious about a nub of neurological tissue known as the basal ganglia.
 - If you picture the human brain as an onion, composed of layer upon layer of cells, then the outside layers – those closest to the scalp – are generally the most recent additions from an evolutionary perspective.
 - When you dream up a new invention or laugh at a friend's joke, it's the outside parts of your brain at work. That's where the most complex thinking occurs.
 - Deeper inside the brain and closer to the brain stem – where the brain meets the spinal column – are older, more primitive structures.
 - They control our automatic behaviors, such as breathing and swallowing, or the startle response we feel when someone leaps out from behind a bush.
 - Toward the center of the skull is a gold ball sized lump which is the basal ganglia.
- 15 There was no discernible pattern in the rat's meanderings. It seemed as if each rat was taking a leisurely, unthinking stroll.
- The probes in the rats' heads, however, told a different story.
 - As each rat learned how to navigate the maze, its mental activity decreased.
 - As the route became more and more automatic, each rat started thinking less and less.
 - All it had to do was recall the quickest path to the chocolate.
- 17 The process – in which the brain converts a sequence of actions into an automatic routine – is known as "chunking," and it's at the root of how habits form. There are dozens – if not hundreds – of behavioral chunks that we rely on every day.
- Take the act of backing your car out of the driveway.
- 18 Habits allow our minds to ramp down more often.
- This effort-saving instinct is a huge advantage.
 - An efficient brain requires less room, which makes for a smaller head, which makes childbirth easier and therefore causes fewer infant and mother deaths.
 - An efficient brain also allows us to stop thinking constantly about basic behaviors, such as walking and choosing what to eat, so we can devote mental energy to inventing spears, irrigation systems, and, eventually, airplanes and videogames.
 - Conserving mental energy is tricky because if our brains power down at the wrong moment, we might fail to notice something important.

- 19 This process within our brains is a 3 step loop.
1. Cue – triggers your brain to go into automatic mode and which habit to use
 2. Routine – can be physical, mental, or emotional
 3. Reward – helps your brain figure out if this particular loop is worth remembering for the future
- Over time, this loop becomes more and more automatic.
- 20 Unless you deliberately fight a habit – unless you find a new routine – the pattern will unfold automatically.
- Understanding how habits work, learning the structure of the habit loop, makes them easier to control.
 - Once you break a habit into its components, you can fiddle with the gears.
 - Habits never really disappear.
 - They encoded into the structures of our brain, and that's a huge advantage for us, because it would be awful if we had to relearn how to drive after every vacation.
 - The problem is that your brain can't tell the difference between bad and good habits, and so if you have a bad one, it's always lurking there, waiting for the right cues and rewards.
 - Once we develop a routine of sitting on the couch, rather than running, or snacking whenever we pass a doughnut box, those patterns always remain inside our heads.
 - Once someone creates a new pattern, studies demonstrated, going for a jog or ignoring the doughnuts becomes as automatic as any other habit.
 - Without habit loops, our brains would shut down, overwhelmed by the minutiae of daily life.
- 21 People whose basal ganglia are damaged by injury or disease often become mentally paralyzed.
- Without our basal ganglia, we lose access to the hundreds of habits we rely on every day.
 - Did you pause this morning to decide whether to tie your right or left shoe first? Did you have trouble figuring out if you should brush your teeth before or after you showered?
 - Of course not. Those decisions are habitual, effortless.
 - A brain's dependence on automatic routines can be dangerous.
 - Habits are often as much a curse as a benefit.
 - Take Eugene, habits gave him his life back after he lost his memory and then they took everything away again.
 - Was it possible that Eugene, even with severe brain damage, could still use the cue-routine-reward loop?
 - Could this ancient neurological process explain how Eugene was able to walk around the block and find the jar of nuts in the kitchen?

Chapter 2: The Craving Brain – How to Create New Habits

- 32 Claude Hopkins was best known for a series of rules he coined explaining how to create new habits among consumers.
- His rules influence everything from how we buy cleaning supplies to the tools governments use for eradicating disease.
- 33 Hopkins showed how new habits can be cultivated and grown.
- He created a craving and that craving is what makes cues and rewards work. The craving is what powers the habit loop.
 - One of his tactics was to find simple triggers to convince consumers to use his products every day.

- 35 Cue – Routine – Reward
- Hopkins' toothpaste became America's best selling toothpaste for more than 30 years.
 - Before this product appeared, only 7% of Americans had a tube of toothpaste in their house.
- 36 10 years after this campaign launched the number jumped to 65%.
- By the end of WWII, the military downgraded concerns about recruits' teeth because so many soldiers were brushing every day.
 - Hopkins "learned the right human psychology."
 1. Find a simple and obvious cue.
 2. Clearly define the rewards.
 - Studies of people who have successfully started new exercise routines, show they are more likely to stick with a workout plan if they choose a specific cue, such as running as soon as they get home from work, and a clear reward, such as an evening of guilt-free television.
 - There is also a third rule that must be satisfied to create a habit.
- 44 The goal to promote Febreze was to figure out which parts of the brain were responsible for new actions.
- 47 Once someone's brain anticipates the reward and has created a habit, distractions hold no allure.
- Habits create neurological cravings.
- 48 The habit loop is spinning because a sense of craving has emerged.
- There is nothing programmed into our brain that makes us see a box of doughnuts and automatically want a sugary treat, but once our brains learn that a doughnut box contains yummy sugar and other carbohydrates, it will start anticipating the sugar high.
 - Our brains will push us toward the box and if we don't eat the doughnut we feel disappointed.
- 50 The brain starts anticipating the reward.
- Scientists have studied the brains of alcoholics, smokers, and over eaters and have measured how their neurology changes as their cravings become ingrained.
- 51 The reason people continue in a behavior, why it became a habit, is because of a specific reward that they start to crave.
- "Feel good"
 - "Accomplishment"
- If you want to start running each morning, it's essential that you choose a simple cue (like always lacing up your sneakers before breakfast or leaving your running clothes next to your bed) and a clear reward (such as a midday treat, a sense of accomplishment from recording your miles, or the endorphin rush you get from a jog).
 - The cue, in addition to triggering a routine, must also trigger a craving for the reward to come.
- 53 Febreze
- The woman loved it!
 - "It's a nice way to make everything smell good as a final touch."
 - "Spraying feels like a little mini-celebration when I'm done with a room."
- 55 "We were looking at it wrong. No one craves scentlessness. On the other hand, lots of people crave a nice smell after they've spent thirty minutes cleaning."
- 56 Laws of scientific advertising
- 57 Why was Hopkins' Pepsodent different?
- It created a craving
 - It made a cool, tingling sensation in peoples' mouths

- They expected and craved that slight irritation and if it wasn't there, their mouths didn't feel clean.
 - Hopkins wasn't selling beautiful teeth, he was selling a sensation.
- 58 Anyone can use this basic formula to create habits of her or his own.
- Want to exercise more? Choose a cue, such as going to the gym as soon as you wake up, and a reward, such as a smoothie after each workout.
 - 78% of successful dieters ate breakfast every morning, a meal cued by the time of day.
 - They felt a sense of pride when they stepped on the scale each day.
- 59 Their cravings for that reward, researchers found, crowded out the temptation to drop the diet. The craving drove the habit loop.
- Cravings are what drive habits.

Chapter 3: The Golden Rule of Habit Change – Why Transformation Occurs

- 61 The Buccaneers
- In his job interviews, Tony Dungy, would patiently explain his belief that the key to winning was changing players' habits.
 - He wanted to get players to stop making so many decisions during a game.
 - He wanted them to react automatically, habitually.
 - If he could instill the right habits, his team would win. Period.
 - "Champions don't do extraordinary things, they do ordinary things, but they do them without thinking, too fast for the other team to react. They follow the habits they've learned."
- 62 Rather than creating new habits, Dungy was going to change players' old ones.
- He only wanted to tackle the routine.
 - His coaching strategy embodied an axiom, a Golden rule of habit change that study after study has shown is among the most powerful of tools for creating change.
 - Rather than to change a habit, you must keep the old cue, and deliver the old reward, but insert a new routine.
 - That's the rule: if you use the same cue, and provide the same reward, you can shift the routine and change the habit.
 - Almost any behavior can be transformed if the cue and reward stay the same.
 - The Golden Rule has influenced treatments for alcoholism, obesity, obsessive-compulsive disorders, and hundreds of other destructive behaviors.
 - Four times Dungy explained his habit-based philosophy to team owners. Four times they listened politely, thanked him for his time, and then hired someone else.
- 63 The Golden Rule of Habit Change
- You can't extinguish a bad habit, you can only change it.
 - How it works: Use the same cue, provide the same reward, change the routine.
 - Dungy's system would eventually turn the Bucs into one of the league's winningest teams.
- 64 Dungy has opted for this approach because, in theory, he doesn't need misdirection. He simply needs his team to be faster than everyone else.
- In football, milliseconds matter. So instead of teaching his players hundreds of formations, he has taught them only a handful, but they have practiced over and over until the behaviors are automatic.
 - When his strategy works, his players can move with a speed that is impossible to overcome.
 - If his players think too much or hesitate or second-guess their instincts, the system falls apart.

- Defensive end, Regan Upshaw, looks only at the cues Dungy taught him.
- Upshaw has practiced how to react to each of these cues so many times that, at this point, he doesn't have to think about what to do. He just follows his habits.
- 65 Dungy drilled John Lynch until his routine was automatic. And as a result, when the ball leaves the quarterback's hands, Lynch is standing ten yards from Roche, waiting.
- As the ball spins through the air, Lynch reads his cues.
- 66 At the end of the game Lynch said, "It feels like something was different out there."
- "We're starting to believe," Dungy replied.
- 67 39 year old alcoholic, Bill Wilson, asked his friend how they had quit drinking.
- "I got religion," the friend said. He talked about hell and temptation, sin and the devil. "Realize you are licked, admit it, and get willing to turn your life over to God."
- 68 Bill Wilson would never take another drink.
- For the next 36 years, until he died of emphysema in 1971, he would devote himself to founding, building, and spreading Alcoholics Anonymous, until it became the largest, most well-known and successful habit changing organization in the world.
- The group's techniques offer, in many respects, one of the most powerful formulas for change.
- Alcoholism, of course, is more than a habit. It's a physical addiction with psychological and perhaps genetic roots.
- 69 What AA provides instead is a method for attacking the habits that surround alcohol use.
- AA, in essence, is a giant machine for changing habit loops.
- Bill Wilson chose to write 12 steps because there were 12 apostles.
- 70 The program requires you to meet for 99 days.
- 7 of the 12 steps mention God or spirituality, which seems odd for a program founded by a onetime agnostic who, throughout his life, was openly hostile toward organized religion.
- Researchers say that AA works because the program forces people to identify the cues and rewards that encourage their alcoholic habits, and then helps them find new behaviors.
- When Claude Hopkins was selling Pepsodent, he found a way to create a new habit by triggering a new craving.
- 71 But to change an old habit, you must address an old craving.
- You have to keep the same cues and rewards as before, and feed the craving by inserting a new routine.
- "It's not obvious from the way they're written, but to complete those steps, someone has to create a list of all the triggers for their alcoholic urges."
- Self-inventory
- AA asks alcoholics to search for the rewards they get from alcohol.
- What cravings are driving your habit loop?
- Alcoholics crave a drink because it offers escape, relaxation, companionship, the blunting of anxieties, and an opportunity for emotional release.
- The physical effects of alcohol are often one of the least rewarding parts of drinking for addicts.
- "There is a hedonistic element to alcohol," said Ulf Mueller, a German neurologist who has studied brain activity among alcoholics. "But people also use alcohol because they want to forget something or to satisfy other cravings, and these relief cravings occur in totally different parts of the brain than the craving for physical pleasure."
- In order to offer alcoholics the same reward they get at a bar, AA has built a system of meetings and companionship – the "sponsor" each member works with – that strives to offer as much escape, distraction, and catharsis as a Friday night bender.

- 72 AA forces you to create new routines for what to do each night instead of drinking.
- 73 Once people have incorporated the new routines for coping with stress and anxiety into their lives, the successes are dramatic.
- Notice how closely this study hews to the Golden Rule of habit change: Even when alcoholics' brains were changed through surgery, it wasn't enough. The old cues and cravings for rewards were still there, waiting to pounce.
 - The alcoholics only permanently changed once they learned new routines that drew on the old triggers and provided a familiar relief.
- 74 24 year old grad student, Mandy, had a habit of biting her nails.
- She was put through "habit reversal training."
 - Mandy's nail biting habit required inserting a new routine into her life.
 - AA's insists alcoholics recognize their cues.
- 75 Most people's habits have occurred for so long they don't pay attention to what causes it anymore.
- Mandy bit when she was bored.
 - Her reward: a physical stimulation she had come to crave.
 - The therapist taught her what is known as a "competing response."
- 76 One habit replaced another.
- It seems ridiculously simple, but once you're aware of how your habit works, once you recognize the cues and rewards, you're half way to changing it.
- 77 It seems like it should be more complex, but the truth is, the brain can be reprogrammed. You just have to be deliberate about it.
- Today, habit reversal therapy is used to treat verbal and physical tics, depression, smoking, gambling problems, anxiety, bedwetting, procrastination, obsessive-compulsive disorders, and other behavioral problems.
 - Its techniques lay bare one of the fundamental principles of habits: Often, we don't really understand the cravings driving our behaviors until we look for them.
 - Mandy never realized that a craving for physical stimulation was causing her nail biting.
 - Say you want to stop snacking at work. Is the reward to satisfy your hunger or is it to interrupt boredom?
- 78 For some habits there is one other ingredient that is necessary: belief.
- 79 Every play in football – every play – someone messes up. Most of the time, it's not physical, it's mental.
- Players mess up when they start thinking too much or second-guessing their plays.
 - What Dungy wanted was to take all that decision making out of their game.
 - To do that he needed them to recognize their existing habits and accept new routines.
 - In football, these visual cues are known as "keys," and they're critical to every play.
 - Dungy's innovation was to use these keys as cues for reworked habits.
- 80 Dungy wanted Brooks to change and put his initial focus on the running back then the QB.
- This was a relatively modest shift – Brooks' eyes went to the same cues, but rather than looking multiple places at once, Dungy put them in a sequence and told him, ahead of time, the choice to make when he saw each key.
 - The brilliance of this system was that it removed the need for decision making. It allowed Brooks to move faster, because everything was a reaction – and eventually a habit – rather than a choice.
- 81 The Bucs would practice and everything would come together and then they'd get in a big game and it was like the training disappeared.

- The players would say things like, "Well, it was a critical play and I went back to what I knew," or "I felt like I had to step it up." What they were really saying was they trusted the system most of the time, but when everything was on the line, that belief broke down.
- 84 Academics asked why, if habit replacement is so effective, it seemed to fail at such critical moments.
- As they dug into alcoholics' stories, they learned that replacement habits only become durable new behaviors when they are accompanied by something else.
 - Without another ingredient the new habits never fully took hold.
 - **The secret, alcoholics said, was God.**
 - Researchers hated that explanation. God and spirituality are not testable by hypotheses.
 - In conversations with addicts spirituality kept coming up again and again.
 - A pattern emerged. Alcoholics who practiced the techniques of habit replacement could often stay sober until there was a stressful event in their lives, at which point, a certain number started drinking again, no matter how many new routines they had embraced.
 - However, those alcoholics who believed that some higher power had entered their lives were more likely to make it through the stressful periods with their sobriety intact.
- 85 It wasn't God that mattered, the researchers figured out. It was the belief itself that made a difference.
- "Even if you give people better habits, it doesn't repair why they started drinking in the first place. Eventually they'll have a bad day, and no new routine is going to make everything seem okay. What can make a difference is *believing* that they can cope with that stress without alcohol."
 - By putting alcoholics in meetings where belief is a given, AA trains people to believe in something until they believe in themselves.
 - At some point in AA people look around the room and think, *if it worked for that guy, I guess it can work for me.*
- 86 Service
- "It felt good to do something that wasn't all about me."
 - Within a week of Dungy's firing by the Bucs, the owner of the Indianapolis Colts left an impassioned 15 minute message on his answering machine and Dungy became the new head coach.
 - He immediately started implementing the same basic game plan: remaking the Colts' routines and teaching players to use old cues to build reworked habits.
 - "Belief is the biggest part of success in professional football," Dungy said. "The team wanted to believe, but when things got really tense, they went back to their comfort zones and old habits."
- 87 Soon after the 2005 season, Dungy's son died tragically.
- A chaplain spent Christmas with the family. "Life will never be the same again, but you won't always feel like you do right now," he told them.
 - His wife and team encouraged him to go back to work soon after the funeral.
 - In the wake of his son's passing, as the Colts started preparing for the next season, something shifted, his players say.
 - They started to believe.
 - "When coach came back, after the funeral, I wanted to give him everything I could, to take away his hurt. I kind of gave myself to the team."
- 88 It is possible that a similar belief can emerge without any kind of adversity.
- 89 For habits to permanently change, people must believe that change is feasible.

- 92 - Belief is easier when it occurs within a community.
Dungy's team finally won the Super Bowl.
- His players said it was because they believed and that belief made all the habits they had learned stick in stressful moments.
- How do habits change?
- We know that a habit cannot be eradicated – it must be replaced.
- We know that habits are most malleable when the Golden Rule of habit change is applied: If we keep the same cue and the same reward, a new routine can be inserted.
- But that's not enough!
- For a habit to stay changed, people must believe change is possible.
- Most often that belief only emerges with the help of a group.
- If you want to quit smoking, figure out a different routine that will satisfy the cravings filled by cigarettes. Then find a support group that will help you believe you can stay away from nicotine and use that group when you feel you might stumble.
- If you want to lose weight, study your habits to determine why you really leave your desk for a snack each day, and then find someone else to take a walk with you, to gossip with at their desk rather than in the cafeteria, a group that tracks weight-loss goals together, or someone who also wants to keep a stock of apples, rather than chips, nearby.
- The evidence is clear: If you want to change a habit, you must find an alternative routine, and your odds of success go up dramatically when you commit to changing as part of a group.
- 93 Belief is essential, and it grows out of a communal experience, even if that community is only as large as two people.
- We know that change *can* happen.
- Alcoholics can stop drinking. Smokers can quit puffing. Perennial losers can become champions. You can stop biting your nails or snacking at work, yelling at your kids, staying up all night, or worrying over small concerns.
- It's also companies, organizations, and communities that can shift when habits are tended to.

Part Two: The Habits of Successful Organizations

Chapter 4: Keystone Habits, or the Ballad of Paul O'Neill – Which Habits Matter Most

- 97 1987
- Alcoa
- 98 "I intended to make Alcoa the safest company in America. I intended to go for zero injuries." – O'Neill
- 99 They devoted themselves to creating a habit of excellence.
- Safety will be an indicator that we're making progress in changing our habits across the entire institution. That's how we should be judged.
- One investor called his 20 largest clients and told them all to sell their stock immediately after hearing the presentation.
- "It was literally the worst piece of advice I gave my entire career."
- 100 Within a year of O'Neill's speech, Alcoa's profits would hit a record high.
- "I knew I had to transform Alcoa, O'Neill said. "But you can't *order* people to change. That's not how the brain works. So I decided I was going to start by focusing on one thing. If I could start disrupting the habits around one thing, it would spread throughout the entire company."
- O'Neill believed that some habits have the power to start a chain reaction, changing other habits as they move through an organization.

- Some habits matter more than others in remaking businesses and lives.
 - Keystone Habits
 - Keystone habits start a process that over time, transforms everything.
 - Keystone habits say that success doesn't depend on getting every single thing right, but instead relies on identifying a few key priorities and fashioning them into powerful levers.
- 101 Where should a would-be habit master start?
- Understanding keystone habits holds the answer to that question: The habits that matter most are the ones that, when they start to shift, dislodge and remake other patterns.
 - Keystone habits explain how Michael Phelps became an Olympic champion and why some college students outperform their peers.
 - They describe why some people, after years of trying, suddenly lose 40lbs while becoming more productive at work and still getting home in time for dinner with their kids.
 - Keystone habits explain how Alcoa became one of the best performing stocks in the Dow Jones index, while also becoming one of the safest places on earth.
- 102 O'Neill was recruited to what became known as the Office of Management and Budget.
- Within a decade, at age 38, he was promoted to deputy director and was suddenly among the most influential people in town.
 - That's when O'Neill's education in organization habits really started.
 - He figured out that the government's efforts were guided by a bizarre institutional process that in many ways operated like habits.
- 103 The towns where the new hospitals were located didn't necessarily need more patient beds, but that didn't matter. What mattered was erecting a big structure that a politician could point to while stumping for votes.
- Researchers have found institutional habits in almost every organization or company they've scrutinized.
 - "Individuals have habits; groups have routines. Routines are the organizational analogue of habits." – Geoffrey Hodgson
 - To O'Neill these habits seemed dangerous.
 - "We were basically ceding decision making to a process that occurred without actually thinking."
 - At other agencies where change was in the air, good organizational habits were creating success.
- 104 The best agencies understood the importance of routines. The worst agencies were headed by people who never thought about it, and then wondered why no one followed their orders.
- 105 The previous CEO of Alcoa tried to mandate improvements and failed.
- "Alcoa was not a happy family. It was more like the Manson family, but with the addition of molten metal."
 - "I went back to basics," O'Neill said. "Everyone deserves to leave work as safely as they arrive, right? You shouldn't have to be scared feeding your family is going to kill you. That's what I decided to focus on: changing everyone's safety habits."
 - SAFETY – zero injuries period
- 106 The brilliance of this approach was that no one wanted to argue with O'Neill over worker safety.
- He identified a simple cue: an employee injury

- He instituted an automatic routine: any time someone was injured, the unit president had to report to O’Neill within 24 hrs and present a plan for making sure the injury never happened again
 - The reward: The only people who got promoted were those who embraced the system
- 107 Almost everything about the company’s rigid hierarchy had to change to accommodate O’Neill’s safety program.
- He was building new corporate habits.
- 108 O’Neill never promised that his focus on worker safety would increase Alcoa’s profits. However, as his new routines moved through the organization, costs came down, quality went up, and productivity skyrocketed.
- Exercise
 - When people start habitually exercising, even as frequently as once a week, they start changing other, unrelated patterns in their lives.
- 109 Typically, people who exercise start eating better and becoming more productive at work.
- For many people exercise is a keystone habit that triggers widespread change.
 - “Exercise spills over,” said James Prochaska, a University of Rhode Island researcher. “There’s something about it that makes other good habits easier.”
 - Studies have documented that families who habitually eat dinner together seem to raise children with better homework skills, higher grades, greater emotional control, and more confidence.
 - Making your bed every morning is correlated with better productivity, a greater sense of well-being, and stronger skills and sticking with a budget.
 - It’s not that a family meal or a tidy bed causes better grades or less frivolous spending. But somehow those initial shifts start chain reactions that help other good habits take hold.
 - If you focus on changing or cultivating keystone habits, you can cause widespread shifts.
 - Identifying keystone habits is tricky. To find them you have to know where to look.
 - Keystone habits offer what is known in academic literature as “small wins.”
- 112 Small wins are exactly what they sound like, and are part of how keystone habits create widespread changes.
- A huge body of research has shown that small wins have enormous power, an influence disproportionate to the accomplishments of the victories themselves.
 - “Small wins are a steady application of a small advantage,” one Cornell professor wrote.
- 113 In 1973, the American Psychiatric Association rewrote the definition of homosexuality so it was no longer a mental illness – paving the way for the passage of state laws that made it illegal to discriminate against people because of their sexual orientation.
- And it began with one small win.
 - Michael Phelps
 - His coach said, “Eventually we figured out it was best to concentrate on these tiny moments of success and build them into mental triggers.”
- 117 When Alcoa experienced a small win, O’Neill pounced.
- 118 The small wins that started with O’Neill’s focus on safety created a climate in which all kinds of new ideas bubbled up.
- 119 Today, the U.S. infant mortality rate is 68% lower than when O’Neill started his job.
- O’Neill’s experiences with infant mortality illustrate the second way that keystone habits encourage change: by creating structures that help other habits flourish.

- 120 In 2009, a group of researchers funded by the National Institutes of Health published a study of a different approach to weight loss.
- They assembled a group of 1600 obese people and asked them to concentrate on writing down everything they ate at least one day per week.
 - The keystone habit of food journaling created a structure that helped other habits to flourish.
- 121 6 months into the study, people who kept daily food records lost 2X as much weight as everyone else.
- 123 The final way keystone habits encouraged widespread change: by creating cultures where new values become ingrained.
- Keystone habits make tough choices – such as firing a top executive – easier, because when that person violates the culture, it's clear they have to go.
- 124 Cultures grow out of keystone habits in every organization, whether leaders are aware of it or not.
- West Point
 - Researchers studied incoming cadets and they found that what mattered most was their "grit," which they defined as the tendency to work strenuously toward challenges, maintaining effort and interest over years despite failure, adversity, and plateaus in progress.
- 125 In 2000, O'Neill retired from Alcoa, and at the request of the newly elected present George W. Bush, became secretary of the treasury.
- Companies and organizations across America have embraced the idea of using keystone habits to remake workplaces.
 - At IBM, Lou Gerstner rebuilt the firm by initially concentrating on one keystone habit: IBM's research and selling routines.
 - At the consulting firm McKinsey & Co., a culture of continuous improvement is created through a keystone habit of wide-ranging internal critiques that are at the core of every assignment.
 - Within Goldman Sachs, a keystone habit of risk assessment undergirds every decision.
 - At Alcoa, O'Neill's legacy lives on. Even in his absence, the injury rate has continued to decline.
 - In 2010, 82% of Alcoa locations didn't lose one employee day due to injury, close to an all-time high.
 - On average, workers are more likely to get injured at a software company, animating cartoons for movie studios, or doing taxes as an accountant than handling molten aluminum at Alcoa.
- 126 "I wanted whoever got to work earliest to get the best spot. Everyone understood the message: Every person matters. It was an extension of what Paul was doing around worker safety. It electrified the plant. Pretty soon, everyone was getting to work earlier each day."

Chapter 5: Starbucks and the Habit of Success – When Willpower Becomes Automatic

- 130 Starbucks, like a handful of other companies, has succeeded in teaching the kind of life skills that schools, families, and communities have failed to provide.
- With more than 137,000 current employees and more than 1 million alumni, Starbucks is now one of the nation's largest educators.
 - All of the employees spent at least 50 hrs, in their first year alone, in Starbucks classrooms and dozens more at home with workbooks and talking to mentors assigned to them.

- 131 At the core of that education is an intense focus on an all-important habit: willpower.
- Dozens of studies show that willpower is the single most important keystone habit for individual success.
 - Students who exerted high levels of willpower were more likely to earn higher grades in their classes and gain admission into more selective schools.
 - Self-discipline predicted academic performance more robustly than did IQ.
 - Self-discipline also predicted their grades over the course of the school year, whereas IQ did not. Self-discipline has a bigger effect on academic performance than does intellectual talent.
 - The best way to strengthen willpower and give students a leg up is to make it into a habit.
 - Sometimes it looks like people with great self-control aren't working hard – but that's because they've made it automatic.
- 132 The curriculum is why Starbucks has grown from a sleepy Seattle company into a behemoth with more than 17,000 stores and revenues of more than \$10 billion a year.
- Case Western University conducted a study based on willpower and how self-discipline works.
 - Stanford conducted a famous experiment that tested the willpower of a group of 4 year olds.
 - They discovered that the 4 year olds who could delay gratification the longest ended up with the best grades and with SAT scores 210 points and higher, on average, than everyone else.
 - It seemed if you knew how to resist temptation as a preschooler, you also knew how to get yourself to class on time and finish your homework once you got older as well as make friends and resist peer pressure.
- 134 Willpower is a learnable skill, something that can be taught the same way kids learn to do math and say "thank you."
- 135 If willpower is a skill, then why doesn't it remain constant from day to day?
- Mark Muraven suspected there was more to willpower than earlier experiments had revealed. But how do you test that in a laboratory?
- 137 In the Case Western University experiment, the cookie eaters took an average of 19 minutes trying to solve the puzzle before ringing the bell.
- The radish eaters acted completely different and got frustrated as they worked.
 - "By making people use a little bit of their willpower to ignore cookies, we had them into a state where they were willing to quit much faster. There's been more than 200 studies on this idea since then, and they've all found the same thing. Willpower isn't just a skill. It's a muscle, like the muscles in your arms and legs, and it gets tired as it works harder, so there's less power left over for other things.
 - Researchers built on this finding to explain all sorts of phenomena. Some have suggested it helps clarify why otherwise successful people succumb to extramarital affairs (which are most likely to start late at night after a long day of using willpower at work) or why good physicians make dumb mistakes (which most often occur after a doctor has finished a long, complicated task that requires intense focus).
 - If you want to do something that requires willpower, you have to conserve your willpower muscle during the day.
 - If you use it too early on tedious tasks like writing emails or filling out complicated and boring expense forms all the strength will be gone by the time you get home.
- 139 As people strengthen their willpower muscles in one part of their lives, it spilled over into what they ate and how hard they worked.

- As their willpower habits strengthened, good habits seemed to spill over into other parts of their lives.
- People get better at regulating their impulses. They learn how to distract themselves from temptations. Once you've gotten into that willpower groove, your brain is practiced at helping you focus on a goal.
- There are hundreds of researchers at nearly every university studying willpower.
- That's why signing kids up for piano lessons or sports is so important. It has nothing to do with being a good musician or soccer star. When you learn to force yourself to practice for an hour or fun 15 laps, you start building self-regulatory strength.
- 141 In 2007, during the height of its expansion, Starbucks was opening 7 new stores every day and hiring 1500 employees each week.
 - Training them to excel in customer service – to show up on time and not get angry at patrons and serve everyone with a smile while remembering customer's orders and, if possible, their names – was essential.
 - "We're not in the coffee business serving people, we're in the people business serving coffee."
 - Starbucks discovered the solution was turning self-discipline into an organizational habit.
 - In 1992, a British psychologist walked into two of Scotland's busiest orthopedic hospitals and recruited five-dozen patients for an experiment she hoped would explain how to boost the willpower of people exceptionally resistant to change.
- 144 One man identified his cue easily – *It's 3:30, she's on her way home!* – and he defined his reward – *Honey, I'm here!*
 - When temptation to give up halfway through his walk to the bus stop, the patient could ignore it because he had crafted self-discipline into a habit.
 - The patients who didn't write out any plans were at a significant disadvantage, because they never thought ahead about how to deal with painful inflection points.
- 145 What employees really needed were clear instructions about how to deal with inflection points – something similar to the Scottish patients' booklets: a routine for employees to follow when their willpower muscles were limp.
 - Managers drilled employees, role-playing with them until the responses became automatic.
 - Starbucks taught their employees how to handle moments of adversity by giving them willpower habit loops.
 - "Our job is to provide the best customer service, even when the pressure's on."
 - The Starbucks manual had a page that said, "When a customer is unhappy, my plan is to..."
 - We *listen* to the customer, *acknowledge* their complaint, *take action* by solving the problem, *thank* them, and then *explain* why the problem occurred.
- 146 This is how willpower becomes a habit: by choosing a certain behavior ahead of time, and then following that routine when an inflection point arrives.
- 147 Deloitte Consulting – the largest tax and financial services company in the world.
 - Employees are trained by a curriculum called "Moments that Matter."
 - For each one of those moments, there are preprogrammed routines – *Get curious, Say what no one else will, Apply the 5/5/5.*
 - Howard Schultz – the man who built Starbucks into a colossus.
 - "My dad never found his way," Schultz said. "I saw his self-esteem get battered. I felt like there was so much more he could have accomplished."
- 148 Schultz made sure his team always won, no matter the cost.

- He would come home with bloody scrapes on his elbows and knees, which his mother would gently rinse with a wet cloth. "You don't quit," she told him.
- By the early 1980s, Schultz was working for a plastics manufacturer when he noticed that a little known retailer in Seattle was ordering an inordinate number of coffee drip cones.
- Schultz flew out and fell in love with the company.
- Two years later, when he heard of Starbucks, then just 6 stores, was for sale, he asked everyone he knew for money and bought it.
- Within 3 years there were 84 stores; within 6 years, more than 1,000.
- Today there are 17,000 stores in more than 50 countries.
- Schultz is worth more than \$1 billion.
- His mom would ask, "How are you going to study tonight? What are you going to do tomorrow? How do you know you're ready for your test?" It trained him to set goals.
- 149 "I've been really lucky. And I really, genuinely believe that if you tell people that they have what it takes to succeed, they'll prove you right."
- In 200 he handed over the day to day operations to other executives, at which point, Starbucks began to stumble.
- Schultz stepped back into chief executive position in 2008.
- 151 Simply giving employees a sense of agency – a feeling that they are in control, that they have genuine decision-making authority – can radically increase how much energy and focus they bring to their jobs.
- Today at Starbucks the company is focused on giving employees a greater sense of authority.
- "People want to be in control of their lives."
- 152 Turnover has gone down. Customer satisfaction is up. Since Schultz's return, Starbucks has boosted revenues by more than \$1.2 billion per year.
- 153 If Travis's dad had died a year later, everything would have been different.
- He would have known how to calmly plead with the nurse. He would have known to acknowledge her authority and ask politely for one small exception.
- He could have gotten inside the hospital. Instead, he gave up and walked away.
- His father died that night.
- On the anniversary of his death, every year, Travis wakes up early, takes an extra long shower, plans out his day in careful detail, and then drives to work. He always arrives.

Chapter 6: The Power of a Crisis – How Leaders Create Habits Through Accident and Design

- 155 Rhode Island Hospital was one of the nation's leading medical institutions.
- At that same time there was deep, simmering enmities between nurses and physicians.
- In 2000, the nurses' union voted to strike after complaining about being forced to work dangerously long hours.
- "This place can be awful," one nurse told a reporter. "The doctors can make you feel like you're worthless, like you're disposable. Like you should be thankful to pick up after them."
- The nursing staff at Rhode Island Hospital was insistent on time-outs, particularly since a surgeon had accidentally removed the tonsils of a girl who was supposed to have eye surgery.
- 156 "We put doctors' names in different colors on the white boards. Blue meant 'nice', red meant 'jerk', and black meant, 'whatever you do, don't contradict them or they'll take your head off.'

- 161 Instead, firms are guided by long-held organizational habits, patterns that often emerge from thousands of employees' independent decisions.
- These organizational habits – or “routines,” are enormously important, because without them, most companies would never get any work done.
- Routines provide the hundreds of unwritten rules that companies need to operate.
- 162 Routines reduce uncertainty.
- Companies aren't families. They're battlefields in a civil war.
- 163 Routines create truces that allow work to get done.
- 164 Sometimes even a truce proves insufficient.
- Sometimes as Rhode Island Hospital discovered, an unstable peace can be as destructive as any civil war.
- 165 Truces are only durable when they create real justice.
- If a truce is unbalanced – if the peace isn't real – then the routines often fail when they are needed most.
- 166 The truces at Rhode Island hospital were one-sided.
- Creating successful organizations isn't just a matter of balancing authority. For an organization to work, leaders must cultivate habits that both create a real and balanced peace and, paradoxically, make it absolutely clear who's in charge.
- 168 Even at the highest level, one director was unlikely to trespass on the territory of another.
- 170 The truces ruling the London Underground made sure everyone knew their place, but they left no room for learning about anything outside what you were assigned to know. One man ran past the sprinkler control without so much as a glance.
- 171 Painting protocols were not in his purview. Paint responsibility resided with the maintenance department, whose chief politely thanked his colleagues for the recommendation, and then that if he wanted to interfere with other departments, the favor would be swiftly returned.
- 173 Why didn't someone take charge?
- To answer these questions, consider a few of the truces the London Underground relied upon to function:
- Ticketing clerks were warned that their jurisdiction was strictly limited to selling tickets, so if they saw a burning tissue, they didn't warn anyone for fear of overstepping their bounds.
 - Station employees weren't trained how to use the sprinkler system or extinguishers, because that equipment was overseen by a different division.
 - The station's safety inspector never saw a letter from the London Fire Brigade warning about fire risks because it was sent to the operations director, and information like that wasn't shared across divisions.
 - Employees were instructed only to contact the fire brigade as a last resort, so as to not panic commuters unnecessarily.
 - The fire brigade insisted on using its own street-level hydrants, ignoring pipes in the ticketing hall that could have delivered water, because they had been ordered not to use equipment installed by other agencies.
- 175 The Underground was so vast and complicated that it could operate smoothly only if truces smoothed over potential obstacles.
- No one person, department, or baron had ultimate responsibility for passengers' safety.
- The answer lies in seizing the same advantage that Tony Dungy encountered when he took over the woeful Bucs and Paul O'Neill discovered when he became CEO of Alcoa.

- It's the same opportunity Howard Schultz exploited when he returned to a flagging Starbucks in 2007.
 - All those leaders seized the possibilities created by a crisis. During turmoil, organizational habits become malleable enough to both assign responsibility and create a more equitable balance of power.
- 176 Four months after the elderly man with the botched skull surgery died at Rhode Island Hospital, another surgeon at the hospital committed a similar error, operating on the wrong section of another patient's head.
- The state's health department reprimanded the facility and fined it \$50,000.
 - 18 months later, a surgeon operated on the wrong part of a child's mouth during a cleft palate surgery.
- 177 Sometimes people need a jolt, and all the bad publicity was a serious jolt.
- It gave them a chance to reexamine everything.
- 178 Part of the answer was "safety rounds."
- Every 3 months a senior physician discussed a particular surgery or diagnosis in painstaking detail, a mistake or near mistake to an audience of hundreds of her or his peers.
 - Good leaders seize crises to remake organizational habits.
 - Crises are such valuable opportunities that a wise leader often prolongs a sense of emergency on purpose.
- 179 After the King's Cross station fire, Desmond Fennell was hired to study the incident.
- He decided to turn his inquiry into a media circus.
 - He cross-examined dozens of witnesses who described an organization where turf battles mattered more than commuter safety.
 - His final report, released almost a year after the fire, was a scathing, 250 page indictment of the Underground portraying an organization crippled by bureaucratic ineptitude.
 - Today, every station has a manager whose primary responsibility is passenger safety, and every employee has an obligation to communicate at the smallest hint of risk.
- 180 Wise executives seek out moments of crisis – or create the perception of crisis – and cultivate the sense that something must change, until everyone is finally ready to overhaul the patterns they live with each day.
- 181 "I feel like I can say anything. It's an amazing place to work." – Employee at Rhode Island Hospital

Chapter 7: How Target Knows What You Want Before You Do – When Companies Predict (and Manipulate) Habits

- 184 There is almost no more profitable, product hungry, price insensitive group than pregnant women and new parents.
- People with babies are so tired that they'll buy everything they need at the same place they buy diapers and formula.
 - If a new parent starts shopping at Target, they'll keep coming back for years.
- 185 Marketers and psychologists figured out that if we start our shopping trip by loading up on healthy stuff, we're much more likely to buy Doritos, Oreos, and frozen pizza when we encounter them later on.
- The burst of subconscious virtuousness that comes from first buying butternut squash makes it easier to put a pint of ice cream in the cart later.
 - As a result of this tendency, retailers fill the right side of the store with the most profitable products they're hoping you'll buy right off the bat.

- 186 - Consider cereal and soups: When they're shelved out of alphabetical order and seemingly random, our instinct is to linger longer and look at a wider selection.
You will rarely find Raisin Bran next to Rice Chex.
- You'll have to search the shelves to find the cereal you want and maybe get tempted to grab an extra box.
- What they discovered was that despite shopping lists, more than 50% of purchasing decisions occurred at the moment a customer saw a product on the shelf, because, despite shoppers' best intentions, their habits were stronger than their written intentions.
- 187 Shoppers bought roughly the same amount of food each time they went shopping, even if they had pledged to cut back.
- Consumers sometimes act like creatures of habit, automatically repeating past behavior with little regard to current goals.
- The surprising aspect of these studies was that even though everyone relied on habits to guide their purchases, each person's habits were different.
- The habits were unique to each person.
- 189 - Target took note of shoppers' habits by using what is known as a "Guest ID Number."
The company will guess what you habitually buy and try to convince you to buy it at Target.
- The company can link about half of all in-store sales to a specific person, almost all online sales, and about a quarter of online browsing.
- 190 Guest Portrait
- Target isn't alone in its desire to predict consumers' habits.
- Almost every major retailer, including Amazon.com, Best Buy, Kroger supermarkets, 1-800-Flowers, Olive Garden, Anheuser-Busch, the U.S. Postal Service, Fidelity Investments, Bank of America, Capital One, and more, have "predictive analytics" departments devoted to figuring out consumers' preferences.
- Target has always been one of the smartest at this.
- 191 People's buying habits are more likely to change when they go through a major life event.
- When someone gets married, for example, they are more likely to start buying a new type of coffee.
- 192 Changing residences, getting married or divorced, losing or changing a job, having someone enter or leave the household, are life changes that make consumers more vulnerable to intervention by marketers.
- For companies, pregnant women are gold mines.
- One 2010 survey estimated that the average parent spends \$6,800 on baby items before a child's first birthday.
- To a new parent, easy matters most of all.
- 193 In 580 hospitals across the U.S., new moms get gifts from the Walt Disney Company, which in 2010 started a division specifically aimed at marketing to the parents of infants.
- Disney estimates the North American new baby market is worth \$36.3 billion a year.
- 194 Pole reviewed the information in Target's baby shower registry that allowed him to see how the average woman's shopping habits changed as their due date approached.
- 198 Polyphonic HMI
- Hit Song Science: analyzed the mathematical characteristics of a tune and predicted its popularity.
- The program predicted that Norah Jones's *Come Away with Me* would be a hit. (It sold 10 million copies and won 8 Grammys.)

- It predicted that "Why Don't You and I" by Santana would be popular despite doubts. (It reached #3 on the Billboard Top 40 list.)
- 200 "Sticky" songs: listeners never changed the station during them.
- 202 Sticky songs are what you expect to hear on the radio.
- 203 Listening habits allow us to unconsciously separate important noises from those that can be ignored.
 - That's why songs that sound "familiar" – even if you've never heard them before – are sticky.
 - You might never attend a Celine Dion concert, but you'll listen to her songs on the radio, because songs correspond perfectly to your habits.
 - The problem wasn't that "Hey Ya!" was bad. The problem was that "Hey Ya!" wasn't familiar.
 - Radio listeners didn't want to make a conscious decision each time they were presented with a new song.
 - Their brains wanted to follow habit.
 - It takes too much mental effort.
 - We react to the cues and rewards and without thinking we either sing along or change the station.
- 204 How do DJs convince listeners to stick with songs like "Hey Ya!" long enough for them to become familiar?
 - By dressing something new in old clothes and making the unfamiliar seem familiar.
 - U.S. entered WWII in 1941
 - "Our farms are short of labor to care for livestock; and on top of it all we must furnish supplies to the British and Russians. Meats and fats are just as much munitions in this war as are tanks and aeroplanes."
- 205 To change people's diets, the exotic must be made familiar.
 - You must camouflage it in everyday garb.
 - To convince Americans to eat livers and kidneys, housewives had to know how to make foods look, taste, and smell as similar as possible to what their families expected to see on the dinner table.
- 206 To date, the only government program ever to cause a lasting change in the American diet was the organ meat push of the 1940s.
- 207 "Hey Ya!" needed to become part of an established listening habit to become a habit.
 - It had to be slightly camouflaged at first, the same way housewives camouflaged kidney by slipping it into meatloaf.
 - At WIOQ in Philadelphia – as well as other stations – DJs started making sure that whenever "Hey Ya!" was played, it was sandwiched between songs that were already popular.
 - Textbook playlist theory: play a new song between two consensus popular hits.
- 208 Managing a playlist is all about risk mitigation.
 - Stations have to take risks on new songs, otherwise people stop listening. But what listeners really want are songs they already like.
 - You have to make new songs seem familiar as fast as possible.
 - As listeners heard "Hey Ya!" again and again, it became familiar.
 - Once the songs had become popular, WIOQ was playing it as many as 15 times a day.
 - People's listening habits had shifted to expect and crave "Hey Ya!"
 - The song went on to win a Grammy, sell more than 5.5 million albums, and earn radio stations millions of dollars.
- 209 As long as a pregnant woman thinks she hasn't been spied on she'll use coupons.
- 210 She assumes everyone else got the same mailer.

- As long as we don't spook her, it works.
 - Target sandwiched diaper coupons between nonpregnancy products to make the ad seem anonymous, familiar, and comfortable. They camouflaged what they knew.
 - Whether selling a new song, a new food, or a new crib, the lesson is the same: If you dress something new in old habits, it's easier for the public to accept it.
 - These same insights can be used to change how we live.
- 211 YMCA
- People often go to a gym looking for a human connection, not a treadmill.
 - People want to visit places that satisfy their social needs.
- 212 "We'll be sending you coupons for things you want before you even know you want them."

Chapter 8: Saddleback Church and the Montgomery Bus Boycott – How Movements Happen

- 215 December 1, 1955
- Montgomery, Alabama
 - Rosa Parks
- 216 At that moment, though no one on the bus knew it, the civil rights movement pivoted.
- Martin Luther King Jr.
 - Recipient of the Presidential Medal of Freedom
 - Rosa Parks and the Montgomery bus boycott became the epicenter of the civil rights campaign not only because of an individual act of defiance, but also because of social patterns.
- 217 The reason social habits have such an influence is because at the root of many movements is a three-part process that historians and sociologists say shows up again and again.
1. A movement starts because of the social habits of a community and the weak ties that hold neighborhoods and clans together.
 2. It endures because a movement's leaders give participants new habits that create a fresh sense of identity and a feeling of ownership.
 3. Only when all three parts of this process are fulfilled can a movement become self-propelling and reach a critical mass.
- Understanding how social habits work helps explain why Montgomery and Rosa Parks became the catalyst for a civil rights crusade.
- 218 Rosa Parks wasn't the first black passenger jailed for breaking Montgomery's bus segregation laws. She wasn't even the first that year.
- When MLK Jr. arrived in Montgomery in 1954, he found a majority of the city's blacks accepted segregation without apparent protest.
 - Not only did they seem resigned to segregation per se; they also accepted the abuses and indignities which came with it.
 - Why, when Parks was arrested, did things change?
- 219 Rosa Parks was one of those rare people of whom everyone agreed that she gave more than she got.
- Her character represented one of the isolated high blips on the graph of human nature, offsetting a dozen or so sociopaths.
 - Parks' many friendships and affiliations cut across the city's racial and economic lines.
 - She was the secretary at the local NAACP chapter
 - Attended the Methodist church
 - Helped oversee a youth organization at the Lutheran church near her home

- Spent some weekends volunteering at a shelter and a botanical club
 - Knit blankets for a local hospital
 - Volunteered dressmaking services to poor families and provided last minute gown alterations for wealthy white debutantes
- 220 She was so deeply enmeshed in the community that her husband complained that she ate at potlucks more often than at home.
- The power of those friendships became apparent as soon as Parks landed in jail.
- 221 Nixon and Durr posted bail for Parks.
- They'd been looking for the perfect case to challenge Montgomery's bus segregation laws, and sensing opportunity, they asked Parks if she would be willing to let them fight her arrest in court.
 - Parks' husband was opposed to the idea. "The white folks will kill you, Rosa," he told her.
 - Just a few hours after the arrest, news of Parks' jailing began to filter through the black community.
 - Jo Ann Robinson, the president of a powerful group of schoolteachers involved in politics and a friend of Parks' from numerous organizations, heard about it.
 - So did many schoolteachers in her group and many of the parents of their students.
 - Robinson called an impromptu meeting and suggested that everyone boycott the city's buses on Monday, four days hence, when Parks was to appear in court.
 - The next morning Robinson gave stacks of flyers to schoolteachers and asked them to distribute to coworkers.
 - Within 24 hours of Parks' arrest, word of her jailing and the boycott had spread to some of the city's most influential communities – the local NAACP, a large political group, a number of black schoolteachers, and the parents of their students.
- 222 Many of the people who received a flyer knew Rosa Parks personally.
- There's a natural instinct embedded in friendships, a sympathy that makes us willing to fight for someone we like when they are treated unjustly.
 - The first mass movement of the modern civil rights era could have been sparked by any number of earlier arrests, but it began with Rosa Parks because she had a large, diverse, and connected set of friends, who, when she was arrested, reacted as friends naturally respond, by following the social habits of friendship and agreeing to show their support.
 - The boycott became a society-wide action because of the sense of obligation that held the black community together and was activated soon after Parks' friends started spreading the word.
 - People who hardly knew her decided to participate because of social peer pressure – an influence known as "the power of weak ties" – that made it hard to avoid joining.
- 223 How much of your own reputation and energy are you willing to expend to help a friend of a friend get a job?
- In the 1960s, Harvard student, Mark Granovetter, studied how 282 men had found their current job.
- 224 In landing a job, weak-tie acquaintances were often more important than strong-tie friends because weak ties give us access to social networks where we don't otherwise belong.
- 225 There is a tool activists have long relied upon to compel protest, even when a group of people don't necessarily want to participate.
- It's a form of persuasion that has been remarkably effective over hundreds of years.
 - It's a sense of obligation that neighborhoods or communities place upon themselves.

- If you don't give the caller looking for a job a helping hand, he might complain to his tennis partner, who might mention those grumblings to someone in the locker room who you were hoping to attract as a client, who is now less likely to return your call because you have a reputation for not being a team player.
 - On a playground, peer pressure is dangerous. In adult life, it's how business gets done and communities self-organize.
- 226 In 1964, students from across the country – many of them white, applied for the Mississippi Summer Project.
- It was a 10 week program devoted to registering black voters in the South.
 - White vigilantes killed three volunteers outside Longdale, Mississippi.
 - More than 1,000 applicants were accepted into the program, but when it came time to head south in June, more than 300 of them decided to stay home.
 - In the 1980s, sociologist Doug McAdam, wondered if it was possible to figure out who had participated in the program and other withdrew.
 - He started by reading 720 applications from students.
- 227 The self-centered would be more likely to stay home once they realized the risks of the program. The other-oriented would be more likely to get on the bus.
- The hypothesis was wrong.
 - The selfish and selfless, according to the data, went South in equal numbers.
 - Differences in motives didn't explain any significant distinctions between participants and withdrawals.
 - Being married or holding a full-time job actually enhanced the applicant's chances of going south.
- 228 It was because of social habits – or more specifically, because of the power of strong and weak ties working in tandem.
- 229 Among the applications who mentioned a religious orientation and belonged to a religious organization, every single one made the trip to Mississippi.
- When faced with the prospect of getting arrested or worse, most students probably had second thoughts.
 - Some were embedded in communities where social habits and the expectations of their friends compelled participation so they bought a bus ticket regardless of their hesitation.
 - Martin Luther King, Jr.
- 230 Nixon called right after bailing Parks out of jail to gain King's support and ask to use his church for a boycott meeting.
- King agreed.
 - After meeting, all the black pastors in the community spoke to their congregations and made it clear that everyone had agreed to a one day protest and it would be embarrassing for anyone to sit on the sidelines.
 - The town's newspaper also said that they anticipated that every black citizen would participate.
- 231 Many people were willing to join the boycott because of their friendship with Parks.
- Others who didn't know Parks joined because they were afraid it would look bad if they were seen riding a bus.
 - Even the black taxi drivers agreed to transport black passengers for the same price as a bus fare.
 - You were either with the boycott or against it.
 - The morning of the boycott King only counted 8 black passengers in one hour when there would normally have been hundreds.
 - "It was jubilant. A miracle had taken place...Men were seen riding mules to work, and more than one horse-drawn buggy drove the streets of Montgomery..."

- Martin Luther King, Jr.

- 232 The boycott and impromptu rally at the courthouse were the most significant black activist activities in Montgomery's history and it all had come together in 5 days.
- 235 Habits of faith
- "Once people learn those, they become self-feeders. People follow Christ not because you've led them there, but because it's who they are." - Rick Warren
- 236 Warren's anxiety and melancholy eventually became a full-fledged depression.
- "You can focus on building people," the Lord told him. "And I will build the church."
- 237 After he returned from his leave, Warren assigned every member of Saddleback to a small group that met every week.
- It was one of the most important decisions he ever made, because it transformed church participation from a decision into a habit that drew on already existing social urges and patterns.
 - 95% of the church is what happens during the week inside the small groups.
 - "The congregation and the small groups are like a one-two punch." - Warren
 - "We have over 5,000 small groups now. It's the only thing that makes a church this size manageable. Otherwise, I'd work myself to death, and 95% of the congregation would never receive the attention they came here looking for." - Warren
 - At Saddleback, people are attracted to the sense of community and the weak ties that a congregation offers.
 - Once inside, they're pushed into a small group, for growing closer ties, where their faith becomes an aspect of their social experience and daily lives.
- 238 Warren created a series of curriculums, used in church classes and small groups, which were designed to teach parishioners new habits.
- The goal is to replace bad habits with good ones that will help you grow in Christ's likeness.
 - Saddleback members are asked to sign a "maturity covenant card".
 - They promise to follow 3 habits:
 1. Daily quiet time for reflection and prayer
 2. Tithing 10% of their income
 3. Membership in a small group
 - Giving everyone new habits has become a focus of the church.
- 239 "We don't have to guide you, because you're guiding yourself."
- Warren needed to teach the people habits that caused them to live faithfully not because of their ties, but because it's who they are.
 - For an idea to grow beyond a community, it must become self-propelling.
 - The surest way to achieve that is to give people new habits that help them figure out where to go on their own.
 - "I began to have doubts about the ability of the Negro community to continue the struggle." - King
 - A bomb had exploded at King's house.
- 240 King walked to his porch and spoke:
- "We must love our white brothers, no matter what they do to us. We must make them know that we love them. Jesus still cries out in words that echo across centuries: 'Love your enemies; bless those that curse you; pray for them that spitefully use you.'"
 - The civil rights movement had been kept alive by couching itself in the language of battles and struggles. There were contests and setbacks, triumphs and defeats that required everyone to recommit to the fight.
 - King gave people a new lens. This wasn't war, it was an embrace.

- 241 "We must meet hate with love. If I am stopped, our work will not stop. For what we are doing is right. What we are doing is just. And God is with us." – King
- The church started holding meetings every week and even sometimes every night.
 - "They were kind of like Dr. King's speech after the bombing – they took a Christian teaching and made them political. A movement is a sage. For it to work, everyone's identity has to change. People in Montgomery had to learn a new way to act."
– Taylor Branch
- 242 "A once fear-ridden people had been transformed." - King
- The opposition tactics had only given the movement greater momentum.
 - "They were not aware that they were dealing with Negroes who had been freed from fear." - King
- 243 June 5, 1956
- A panel of federal judges ruled that Montgomery's bus segregation law violated the Constitution.
 - The city appealed to the U.S. Supreme Court.
 - December 17, more than a year after Parks was arrested, the highest court rejected the final appeal.
 - Three days later the city officials received the order that the buses had to be integrated.
 - The next morning, King, Nixon, Ralph Abernathy, and others climbed on board a city bus for the first time in over 12 months and sat in front.
 - "I believe you are the Reverend King, aren't you?" the white driver asked. "Yes, I am." "We are very glad to have you this morning," the driver said.
 - The Montgomery bus boycott helped birth a new set of social habits that spread to Greensboro, North Carolina; Selma, Alabama; and Little Rock, Arkansas.
 - The civil rights movement became a wave of sit-ins and peaceful demonstrations, even as participants were violently beaten.
 - By the 1960s, it had moved to Florida, California, Washington D.C., and the halls of Congress.
- 244 When President Lyndon Johnson signed the Civil Rights Act of 1964, which outlawed all forms of segregation as well as discrimination against minorities and women, he equated the civil rights activities to the nation's founders, a comparison, that a decade earlier, would have been political suicide.
- "One hundred and eighty-eight years ago this week, a small band of valiant men began a long struggle for freedom. Now our generation of Americans has been called on to continue the unending search for justice within our own borders."
 - Movements don't emerge because everyone suddenly decides to face the same way at once. They rely on social patterns and eventually change the participants' sense of self.
 - "As we go back to the buses let us be loving enough to turn an enemy into a friend."
- King

Chapter 9: The Neurology of Free Will – Are We Responsible for Our Habits?

- 247 Prior to 1989, the state's lawmakers worried that the temptations of cards and dice might be difficult for some citizens to resist.
- Gambling "is the child of avarice, the brother of iniquity and the father of mischief," George Washington wrote.
 - "This is a vice which is predictive of every possible evil...In a word, few gain by this abominable practice, while thousands are injured."

- 253 Society, as embodied by our courts and juries, has agreed that some habits are so powerful that they overwhelm our capacity to make choices, and thus we're not responsible for what we do.
- 255 The behaviors of people in the grip of sleep terrors are habits, though of the most primal kind.
- Because sleep deactivates the prefrontal cortex and other high cognition areas, when a sleep terror habit is triggered, there is no possibility of conscious intervention.
 - If the fight-or-flight habit is cued by a sleep terror, there is no chance that someone can override it through logic or reason.
- 256 In the U.S. and the U.K. there is a history of murderers arguing that sleep terrors caused them to commit the crimes.
- 257 One man was found not guilty of murdering his 83 yr. old father after claiming the attack occurred during a sleep terror.
- Over 150 murderers and rapists have escaped punishment in the past century using the automatism defense.
 - After being observed by a sleep specialist, the doctor submitted the results: Thomas was asleep when he killed his wife. He hadn't consciously committed a crime.
- 258 Thomas was following a habit almost as old as our species: the instinct to fight an attacker and protect a loved one.
- Once the most primitive parts of his brain were exposed to a cue – someone strangling his wife – his habit took over and he fought back with no chance of his higher cognition interceding.
 - His lawyer argued that he was guilty of nothing more than being human and reacting the way his neurology forced him to behave.
- 259 Thomas was found not guilty.
- It was argued that he had no idea what he was doing, he was simply following a habit and his capacity for decision making was incapacitated.
 - In the eyes of the law, Bachmann, the gambler, was guilty, but Thomas isn't.
 - What does that tell us about the ethics of habit and choice?
- 265 Near wins are what keep gamblers coming back.
- "Adding a near miss to a lottery is like pouring jet fuel on a fire."
 - State lottery consultant
- 268 Brian Thomas murdered his wife and Angie Bachmann squandered her inheritance.
- Is there a difference in how society should assign responsibility?
 - Thomas' lawyer argued that he never chose to kill so he should not be held responsible for his wife's death.
 - Bachmann was also driven by powerful cravings.
 - She became desperate to fight the urges
 - "Historically, in neuroscience, we've said that people with brain damage lose some of their free will. But when a pathological gambler sees a casino, it seems very similar. It seems like they're acting without choice." - Habib
 - There is one critical distinction between the two cases: Thomas murdered an innocent person. Angie lost her money and the only victims were herself, her family, and a company that loaned her money.
- 269 Bachmann was sued shortly after she lost everything and chose to countersue.
- She claimed that by extending her credit, free suites, and booze, Harrah's had preyed on someone they knew had no control over her habits.
 - Bachmann's lawyer said that she should not be held culpable because she had been reacting automatically to temptations that Harrah's put in front of her.
 - Voluntary exclusion program:

- Any person could ask for their name to be placed upon a list that required casinos to bar them from playing and the existence of the voluntary exclusion program suggests that legislature intended pathological gamblers to take personal responsibility to prevent and protect themselves against compulsive gambling.
- 270 "Some thinkers hold that it is by nature that people become good, others that it is by habit, and others that it is by instruction." - Aristotle
- For Aristotle, habits reigned supreme.
 - The behaviors that occur unthinkingly are the evidence of our truest selves.
 - Habits are not as simple as they appear.
 - Habits, even when they are rooted in our minds, aren't destiny.
 - We can choose our habits once we know how.
 - Hundreds of habits influence our days.
 - Each of them has a different cue and offers a unique reward.
 - Every habit is malleable.
 - To modify a habit, you must *decide* to change it.
- 271 Bachmann was aware of her habits.
- Once you know a habit exists, you have the responsibility to change it.
 - If Bachmann had tried harder, maybe she could have reined them in.
 - People have done so, even in the face of greater temptations.
 - Almost all the others patterns in most people's lives – how we eat and sleep and talk to our kids, and how we unthinkingly spend our time, attention, and money – those are habits that we know exist.
 - Once you understand that habits can change, you have the freedom and responsibility to remake them.
 - Once you understand that habits can be rebuilt, the power of habit becomes easier to grasp, and the only option left is to get to work.
 - "All of our life, so far as it has definite form, is but a mass of habits – practical, emotional, and intellectual – systematically organized for our weal or woe, and bearing us irresistibly toward our destiny, whatever the latter may be." - William James
 - William was from a very accomplished family.
- 272 He was the unaccomplished one in the family.
- He decided to conduct a year long experiment and spend the 12 months believing he had control over himself and his destiny, that he could become better, and that he had the free will to change.
 - Over the next year, he got married, started teaching at Harvard, began spending time with Oliver Wendell Holmes, Jr., who would go on to become a Supreme Court justice, and Charles Sanders Peirce, a pioneer in the study of semiotics.
 - Two years after writing his diary entry, James sent a letter to the philosopher Charles Renouvier, who had expounded at length on free will.
- 273 The will to believe is the most important ingredient in creating belief in change.
- One of the most important methods for creating that belief is habits.
 - If you believe you can change – if you make it a habit – the change becomes real.
 - This is the real power of habit: the insight that your habits are what you choose them to be.
 - Once that choice occurs, and becomes automatic, it's not only real, it starts to seem inevitable.
 - The way we habitually think of our surroundings and ourselves create the worlds that each of us inhabit.

- 274 The water is habits – the unthinking choices and invisible decisions that surround us every day – and which, just by looking at them, become visible again.
- Throughout his life, William James wrote about habits and their central role in creating happiness and success.
 - You now know how to redirect the path.
 - You have the power to swim.

Afterword

- 276 Everyone goes through periods when we know we need to change.
- Studies tell us that simply knowing isn't always enough.
 - Sometimes it takes something else – exposure to the right idea, hearing stories that resonate in our own lives, a certain kind of encouragement – that makes the first step feel within reach.
 - Have ideas like the habit loop and keystone habits and the golden rule of habit change influenced other people in similar ways?
 - Tom Peyton
 - Used food to counter boredom and stress
- 277 After buying The Power of Habit he said, "...it started to dawn on me that I needed to step back and figure out the reasons I'm eating, the cues and rewards that have caused me to gain so much weight."
- Question: What do you think was triggering your overeating?
 - Answer: I thought of it as comfort food. I needed to create a new habit, instead of just squash an old one.
 - The National Weight Control Registry examined the tactics used by successful dieters, they found that two characteristics stood out.
 - People who successfully maintain weight loss typically:
 1. Eat breakfast every morning
 2. Weigh themselves each day
 - Eating a healthy breakfast makes it less likely you will snack later in the day.
 - Frequently measuring your weight allows us to see how changing diets influences the pounds lost.
- 278 No matter how strong our willpower, we're guaranteed to fall back into our old ways once in a while.
- Make sure those slips don't become a habit.
- 279 Habits emerge when patterns are predictable, when our brains learn to crave a specific reward at a specific moment.
- 281 Eric Earle
- Smoking was the keystone habit.
 - The cue: wanting some sort of calmness.
- 282 Studies suggest that this process of experimentation – and failure – is critical in long-term habit change.
- Smokers often quit and then start smoking again as many as 7 times before giving up cigarettes for good.
 - It is tempting to see those relapses as failures, but what is really occurring are experiments.
 - The first few times we fail to change, we're probably not aware why. As the pattern emerges, we start to understand, and analyze, what's really going on.
 - That's why failure is so valuable.

- 283 " I realized that whenever I had a cigarette, I would have a glass of wine, or eat some potato chips – they were all linked up in my mind. Smoking was the keystone habit for all these other bad patterns..." - Eric Earle
- "Life-hack reports"
• Where students look at what they're doing, choose one goal they want to reach, and try modifying one aspect of their habits to see what happens next.
- 285 Once you decide to start changing, you make that change become real.
- 286 Every habit abides by a set of rules, and when you understand those codes you gain influence over them.
- Any habit can be changed.

Appendix

- 287 The problem is that there isn't one formula for changing habits.
- There are thousands.
- 288 In this book we hoped to deliver a framework for understanding how habits work and a guide to experimenting with how they might change.
- The framework is an attempt to distill the tactics that researchers have found for diagnosing and shaping habits within our own lives.
- This is merely a practical guide, a place to start.
- Change might not be fast and it isn't always easy. But with time and effort, almost any habit can be reshaped.
- The Framework:
• Identify the routine
• Experiment with rewards
• Isolate the cue
• Have a plan
- STEP 1:**
-Identify the routine
- 289 How do you start diagnosing and then changing behavior?
- Figure out the habit loop.
- The first step is to identify the routine.
- The routine is the most obvious aspect: it's the behavior you want to change.
- 290 What's the cue for this routine?
• Hunger?
• Boredom?
• You need a break before plunging into another task?
- What is the reward?
- STEP 2:**
- Experiment with Rewards
- Rewards are powerful because they satisfy cravings.
- We're often not conscious of the cravings that drive our behaviors.
- Most craving are obvious in retrospect, but incredibly hard to see when we are under their sway.
- Think of yourself as a scientist in the data collection stage.
- 291 The point is to test different hypotheses to determine which craving is driving your routine.
- As you test 4 or 5 different rewards, you can use an old trick to look for patterns:
- After each activity, jot down the first three things that come to mind when you get back to your desk.
1. Relaxed

2. Saw flowers
 3. Not hungry
- Writing these down forces a momentary awareness of what you are thinking or feeling.
- 292 By experimenting with different rewards, you can isolate what you are actually craving, which is essential to redesignating the habit.
- STEP 3:**
- **Isolate the Cue**
- Why do some eyewitnesses of crimes misremember what they see, while others recall events accurately?
- 293 One psychologist wondered if researchers were making a mistake by focusing on what questioners and witnesses had said rather than how they were saying it.
- She suspected there were subtle cues that were influencing the questioning process.
- Once she started studying these specific elements, patterns leapt out.
- 294 She saw that witnesses who misremembered facts usually were questioned by cops who used a gentle, friendly tone.
- When witnesses smiled more or sat closer to the person asking the questions, they were more likely to misremember.
- No one had recognized the patterns before because there was too much information in each tape to see a subtle cue.
- Once the psychologist focused on only three categories of behavior, the patterns leapt out.
- Identify categories of behaviors ahead of time to scrutinize in order to see patterns.
- 295 Experiments have shown that almost all habitual cues fit into one of five categories:
1. Location
 2. Time
 3. Emotional state
 4. Other people
 5. Immediately preceding action
- 296 **STEP 4:**
- Have a Plan**
- Habit is a choice that we deliberately make at some point, and then stop thinking about, but continue doing, often every day.
- 297 A habit is a formula our brain automatically follows: When I see a CUE, I will do the ROUTINE in order to get a REWARD.
- To re-engineer that formula, we need to begin making choices again.
- The easiest way to do this is to have a plan.
- Within psychology, these plans are known as the implementation intentions.
- I learned that it wasn't really the cookie that I craved – it was a moment of distraction and the opportunity to socialize.
- Plan: At 3:30 every day I will walk to a friend's desk and talk for 10 min.
- To make sure I remembered, I set my alarm.
- Eventually it got to be automatic.
- 298 Obviously changing some habits can be more difficult.
- This framework is a place to start.
- Sometimes change takes a long time.
- Sometimes it requires repeated experiments and failures.
- Once you understand how a habit operates, you gain power over it.