

Summary of

by **DAN HEATH** 



Where to find a point of leverage? Get closer to the problem.

⚠ Notion that prevention must save money



How to get early warning of the problem?

Deploy sensors. Look for predictors. 



**7 QUESTIONS** TO ASK YOURSELF



How to know you're succeeding?

Pre-game your measures. Used paired measures.

⚠ Ghost victories



How to change the system? Fight for systems change. Shape the water.

> ⚠ Enabling a flawed system



How to avoid doing harm? Look beyond the immediate. Close

feedback loops.

⚠ Failing to test; overconfidence



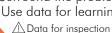
How to unite the right people?

Surround the problem. Use data for learning.



Who will pay for what doesn't happen? Align incentives. Stitch together pockets of value.

> ⚠ The wrong pocket problem



Problem blindness don't see the problem; or, it seems inevitable



Lack of ownership

That's not my problem

**3 BARRIERS TO OVERCOME** 



**Tunneling** 

I can't deal with that right now