

SUMMARY OF RESET

by DAN HEATH



Changing how we work can feel overwhelming. Like trying to budge an enormous boulder. But with the right two-part strategy, we can move the boulder.



What if we could take the same people and the same assets ... but achieve dramatically better results? Yesterday, we were stuck. Today, we RESET.

PART 1

FIND LEVERAGE POINTS

Uncover places where a little bit of effort can yield a disproportionate return.



GO AND SEE THE WORK:

Observe up close the reality of your work. (*Shadow a student*)

CONSIDER THE GOAL OF THE GOAL:

Identify alternate pathways to your ultimate destination. (*Proactively forgiving veteran loans*)

STUDY THE BRIGHT SPOTS:

Analyze and replicate your own best work. (*Gartner's study of star client partners*)

TARGET THE CONSTRAINT:

Assess the #1 force that is holding you back. (*The Chick-fil-A drive-thru cluckworks*)

MAP THE SYSTEM:

Rise above the silos to spot promising targets for action. (*The overhaul of the radiology clinic*)

ACCELERATE LEARNING:

Get better, faster feedback to guide your work. (*The 49ers use of real-time fan feedback*)

LET PEOPLE DRIVE:

Give your team the autonomy to lead the change efforts. (*Spotify's "alignment + autonomy"*)

TAP MOTIVATION:

Prioritize the work that's required and desired. (*Turnaround of the Pottsboro Library*)

DO LESS AND DO MORE:

Shift resources from lower-value work to higher-value. (*Overcoddled and undercoddled customers*)

RECYCLE WASTE:

Discontinue efforts that don't serve the mission. (*Toyota-inspired DOWNTIME*)

START WITH A BURST:

Begin with an intense and focused period of work. (*Defeating the backlog in the Technical Data Center*)

PART 2

RESTACK RESOURCES

Reallocate time and effort and assets to push on those Leverage Points.

