



THE POWER OF MOMENTS

HOW TO CREATE A DEFINING MOMENT

We all work to improve the experience of the people we care about: the patients we treat, the customers we serve, the students we teach, and the kids we raise. We want to create memories that matter.

Great experiences hinge on peak moments. We'll call them "defining moments": short experiences that are both meaningful and memorable.

WE CAN BE THE AUTHORS OF DEFINING MOMENTS BY BUILDING THEM FROM ONE OR MORE OF THE FOLLOWING FOUR ELEMENTS:

ELEVATION

Moments of elevation are experiences that rise above the routine. They make us feel engaged, joyful, surprised, motivated. To create them, we can (1) boost the sensory appeal (*Popsicle Hotline*); (2) raise the stakes (*The Trial of Human Nature*); and/or (3) break the script (*Joshie the Giraffe*). Research suggests that organizations dramatically under-invest in building peaks, choosing instead to fill potholes.

PRIDE

Moments of pride commemorate people's achievements. We can use three strategies to deliver pride: (1) Recognize others. A small investment of effort yields a huge reward for the recipient (middle school singer Kira Sloop); (2) Multiply meaningful milestones—reframe a long journey so that it features multiple "finish lines." (*Couch to 5K program*); and (3) Practice courage by "preloading" our responses in advance, so we're ready when the right moment comes. (*Nashville counter sit-ins*)

INSIGHT

Moments of insight deliver realizations and transformations. To produce moments of insight for others, we can cause them to "trip over the truth" (*the shocking CLTS story*) by revealing (1) a clear insight; (2) compressed in time; and (3) discovered by the audience. To produce moments of self-insight, we must stretch, placing ourselves in situations that involve the risk of failure (*Lea Chadwell's Bakery*).

CONNECTION

Moments of connection bond us together. Groups unite when they struggle together toward a meaningful goal; they often begin their work with a "synchronized moment" (*Sharp HealthCare*). In individual relationships, it's responsiveness that deepens our ties. A responsive interaction can bring people together very quickly (*Stanton's teacher/parent meetings*; *Art Aron's 36 questions*).

HEATHBROTHERS.COM

© 2017 by Chip and Dan Heath. All rights reserved. Do not replicate or circulate without permission.

The Power of Moments by Chip and Dan Heath

Moments of Elevation	Moments of Insight
<p>Defining moments rise above the everyday. They tap into not just a fleeting moment of pleasure, but a deeper, memorable experience of delight. To construct elevated moments, we need to think about how to elevate sensory pleasures to make them extraordinary. The Heaths use the example of the Popsicle Hotline to demonstrate elevation. At a particular mid-level hotel in L.A., you can pick up a red phone and order free popsicles. They are delivered poolside on a silver tray, of course.</p> <p>At (your school name here): _____ _____ _____ _____</p>	<p>Defining moments rewire our understanding of ourselves or the world. It's that moment when you realized: "now is the time to start my business" or "I'm ready to go after that promotion." These are the moments when people suddenly understand their circumstances in a new light. Although these moments of insight often seem serendipitous, the Heaths show that we can engineer them or at least lay the groundwork so others "trip over the truth."</p> <p>At (your school name here): _____ _____ _____ _____</p>
Moments of Pride	Moments of Connection
<p>Defining moments capture us at our best—moments of achievement, moments of courage. When you discover the architecture of pride, you can plan a series of milestone moments that build on each other and are so much more effective as a motivational tool than a simple imperative like "sell more." For example, instead of creating a recognition program like "Employee of the Month" or an annual banquet, consider spontaneous recognition of individuals that is targeted at specific behaviors. Effective recognition makes employees feel noticed for what they have done.</p> <p>At (your school name here): _____ _____ _____ _____</p>	<p>Defining moments are social: weddings, graduations, baptisms, vacations, work triumphs, bar and bat mitzvahs, speeches, sporting events. These moments are strengthened because we share them with others. The Heaths discuss one experiment where two people walk into a lab as strangers and walk out, 45 minutes later, as close friends. Through a series of questions designed to create connections, people can really feel connected in a short period of time. This might make you rethink your typical interview questions or how you relate to your audience during a business presentation, for instance.</p> <p>At (your school name here): _____ _____ _____ _____</p>

Defining moments possess at least one of these four elements, but they need not have all four. Many moments of insight, for example, are private. And a fun moment during vacation like calling the Popsicle Hotline may not offer much insight or pride.