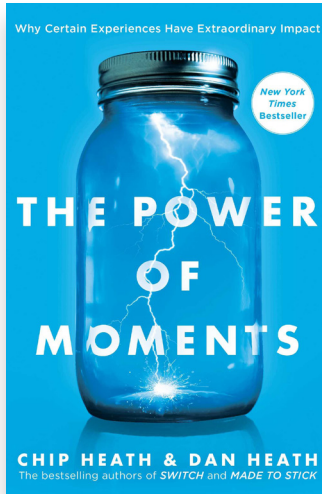


# EXECUTIVE BOOK SUMMARIES

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# The Power of Moments

## THE NUTSHELL

Simon & Schuster 2017

### Chapter 1: Defining Moments

Moments matter. We all have defining moments in our lives—meaningful experiences that stand out in memory. Our research shows that defining moments share a set of common elements. We want to show you how you can *create* defining moments by making use of those elements. Why would you want to create them? To enrich your life. To connect with others. To improve the experience of customers or patients or employees.

### Chapter 2: Thinking in Moments

We must learn to *think in moments* which means to spot the occasions that are worthy of investment. Moments are what we remember and what we cherish. Certainly we might celebrate achieving a goal, such as completing a marathon or landing a significant client, but the achievement is embedded in a moment. Transitions should be marked, milestones commemorated, and pits filled. That's the essence of thinking in moments.

### Chapter 3: Build Peaks

Moments of elevation are experiences that rise above the everyday. They are times to be savored. Moments that make us feel engaged, joyful, amazed, or motivated are peaks. No one has ever wished there had been fewer. To elevate a moment you must first, boost sensory appeal (turn up the volume). Second, raise the stakes. Third, break the script (violate expectations).

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## Chapter 4: Break the Script

Isn't "breaking the script" just surprise? Surprise is what makes the moment memorable but to break the script, you've first got to understand the script. If a coffee shop owner decided to give away free biscotti every Friday, on the first Friday it would be a delightful surprise. By the fourth Friday, the free biscotti would be an *expectation*. If the offer was discontinued, it's easy to imagine customers complaining about it.

## Chapter 5: Trip Over the Truth

Moments of insight deliver realizations and transformations. Many moments of insight are serendipitous. Lightning strikes, and there's no explaining why. You can't schedule epiphanies but we can *create* moments of insight. We can cause others to "trip over the truth." When we need to understand ourselves better, we can "stretch for insight."

## Chapter 6: Stretch for Insight

Learning who we are, what we want, and what we're capable is a lifelong process. Self-understanding comes slowly. One of the few ways to accelerate it is to stretch for insight. To stretch is to place ourselves in situations that expose us to the risk of failure. *Reflecting* on our thoughts and feelings is an ineffective way to achieve true understanding. Studying our own *behavior* is more fruitful.

## Chapter 7: Recognize Others

Regardless of how skilled we are, it's usually *having your skill noticed by others* that sparks the moment of pride. If you think about your own moments of pride in your career, our bet is that many of them were examples of recognition. You were promoted. You won an award. You were praised. It is simple and powerful to create defining moments for others through recognition. *"I saw what you did and I appreciate it."*

## Chapter 8: Multiply Milestones

Milestones are a way of giving people easy victories on the way to a destination. We all love milestones. Milestones define moments that are conquerable and worth conquering. By multiplying milestones, we transform a long, amorphous race into one with many intermediate "finish lines." As we push through each one, we experience a burst of pride as well as a jolt of energy to charge toward the next one.

## Chapter 9: Practice Courage

Moments when we display courage make us proud. We never know when courage will be demanded, but we can practice acting courageously to ensure we're ready. Successful practice of

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courageous performance lets us “preload” our responses. Courage isn’t just suppressed fear. It’s also the knowledge of how to act in the moment. People often know the right thing to do. The hard part is acting on that judgment.

## **Chapter 10: Create Shared Meaning**

What is it about certain moments that *strengthen* relationships? How do we create more of them? To create moments of connection, we can bring people together to share synchronizing moments. We can invite them to share in a purposeful struggle. (If you want to be part of a group that bonds like cement, take on a really demanding task that’s deeply meaningful.) Most of all, we can find ways to connect people to a larger sense of meaning.

## **Chapter 11: Deepen Ties**

Have you ever met someone and felt instantly that you liked and trusted them? What is it about certain moments that deepen our ties to others?

If we can create the right kind of moment, relationships can change in an instant. Our relationships become stronger when we *perceive* that our *partners* are as *responsive* to us as we are to them.

## **Chapter 12: Making Moments Matter**

Once you realize how important moments can be, it’s easy to spot opportunities to shape them. A bit of attention and energy can transform an ordinary moment into an extraordinary one. This is what we hope you take away from this book. Stay alert to the promise that moments hold. What if we didn’t just *remember* the defining moments of our lives but *made* them?