

The Power of Moments

- Thinking in moments.
- You create defining moments. Life is based on defining moments. They shape our lives and you can define them. Book focuses on:
 1. Identify defining moments
 2. How you can create them
- Celebrate athletics but not academics. YES Prep was built around celebrating academics. Designed the biggest moment around Senior Signing Day.
- Disney – getting kids out of bed, it's a small world, cost of lunch, SpaceMountain line ups, buying mouse-ear hats on the way out
- Research shows that two moments will define your day and make you forget about the rest: SpaceMountain and the mouse-ear hats. These two moments shape the memory of your day at Disney. Disney knows this and designs in experiences around the lows.
- You don't remember all the details. You remember the peaks, pits and transitions.
- Magic Castle Hotel – best hotel in LA. Popsicle Hotline – phone by a pool - delivers you a popsicle on a silver tray while wearing white gloves at poolside, for free. Snacks, laundry (in wrap and lavender), games are all free. Magicians perform every other day. Great service experience!
- Defining moments are created with some (or all 4) of the following elements:
 - Elevation – rise above the “every day”
 - Pride – moments of achievement
 - Insight – rewire our understanding of ourselves or our world
 - Connection – moments are social because we share them with others
- You can have negative or traumatic defining moments.
- First day on the job – show up and no one is there to greet you. They sit you down and ask you to read the sexual harassment policy vs doing work. Computer isn't ready and someone whisks you around the office interrupting everyone to make introductions. Imagine if you treated a first date like a new employee! You sit in the passenger seat for 4 hours until I get back from doing a few things. Missed opportunity. Enter John Deere and the First Day Experience. After you accept the job offer you get an email from a John Deere friend. She welcomes you, tells you where to park, what to wear and some of the basics. She also tells you she'll be waiting for you in the lobby at 9am on your first day of work. First day, you know where to park, what to wear and there is your JD friend in the lobby – you recognize her from her photo. She points to the flatscreen in the lobby which says “welcome RickyBobby”. She shows you to your cubicle and there is a six-foot banner saying “Welcome” that rises above your cube to alert everyone that there is a new hire. A few people stop by to say hello during the day. You turn on your computer and notice the wallpaper is a picture of a self-polishing plow at sunset with a banner that says “Welcome to the most important work you'll ever do”. You notice you have received your first email and it's a link to a video from the CEO taking about the company mission and your role, closes by saying Welcome and hopes for a long career at John Deere. Small gift on your desk of the plow on your wallpaper. JD friend collects you for lunch off-site with 4 people from the floor and your group who share their background and the types of projects they are working on. Later that day your boss' boss comes over and makes plans with you to have lunch in the following week. You leave the office that day thinking “I belong here. The work we're doing here matters and I matter to them”.

- First day experience – helps differentiate in the marketplace for recruiting.
- **Achievement.** We need to track milestones not as familiar i.e., 100th book read or 1000th hour in the classroom or 1000th student taught. Kindle marks 1MM word read. FitBit and the 747 Badge for the 4000th set of stairs climbed.
- **Pits** need to be filled. Disney designs distractions while waiting in line. Pits can also be turned into Peaks called “Service Recovery”. Custom home builder wants you to find 2 small issues with the home so those issues can be fixed right away. This is how you differentiate your service model.
- GE MRI machine – marvel of technology from Deets. Room was dull and dreary with caution signs and boring paint. Transformed the MRI scanner into an adventure scene. See TED Talk. The machine didn’t need more attention, the experience did.
 1. Transitions – promotions, first day of school, end of projects
 2. Milestones – retirement
 3. Pits – dealing with negative feedback on 360 review, loss of love ones
- Banks should be leveraging moments – changing jobs, buying a home, weddings, graduations. Transitions could include buying a new home and sending a bottle of wine, sending a congrats after receiving your first paycheck or send you an audiobook to listen to on your commute. Putting in \$100 for a child’s first bank account. Adding a spouse to an account and buying something off their wedding registry. Give tellers the autonomy and authority to help make a defining moment. Send a congrats email when you’ve saved \$1,000. Hand deliver the deed to your customer when they’ve paid off their mortgage. Pits – give people a 3 month reprieve on their mortgage or to new parents.
- Education should be more like sports, in sports there is a game. With school there is no game, we need a game. This would be a peak. This needs to be part of work as well.
- Customer success:
 1. Fill the pits (mostly forgettable is a desirable state)
 2. Create moments and peaks
- Most companies focus on the first but not the latter. Fixing what is wrong and being forgettable. Instead, play offence to meet and exceed customer expectations.
- Who do you focus on for customer satisfaction if you’re using a scale from 1-7? Would you focus on the 1/2/3s and get them to a 4 or, vault all your neutral customers up to a 7? Most companies focus on 1/2/3s which is madness. Happy customers spend more therefore, it makes more financial sense to move customers from a 4 to a 7 vs a 1 to a 4. There are more people in the 4-7 zone so you’re making more money and reaching more people (by 8 times). With sports you think more about your losses than you wins. Reallocate your attention to elevating customers vs fixing problems.
- Concept of creating a peak is simple to create, very difficult to implement. Trap is to fall back to “reasonableness” for example storing free popsicles in a freezer in the lobby.
- CEO of KPMG – sick with cancer he came up with a plan with 5 concentric circles with the first circle with an email or call. Next with a visit/unwinding. Next he focused on friends and family and quality time at home. He realized that he spent more perfect days in 3 months than he had done in a lifetime.
- Joshy the bear (kids stuffy) was left behind on a family vacation – Ritz, put together an album with Joshy at the pool, spa, bar etc.. Break the script! First you understand what the script is (put Joshy into a box and ship back to family).
- Pret a Manger – give managers the authority to give up to 10% away with freebies.

- Southwest Airlines – give flight attendants the ability to create their own safety announcements. Research shows that people hearing a comedic performance fly 0.5 times more a year which equates to revenue and bottom line.
- Break the script on Saturdays. Disrupt routines and create memorable moments.
- As an executive, if you're leading change you can create a peak to demarcate a shift from the old way to the new way. You need people to "feel" something and deliver a jolt. VF (outdoor company) leadership meetings, cooking classes, graffiti tour in LA, surf lessons....all with the message "go outside". Is there a way to go cross-brand with Design Thinking meetings to encourage different POVs?!
- Reason we remember being 15-30 is because it's a time for firsts ie. first girlfriend, first trip, first sexual relationship. Breaking the script. Experiment on showing slides for 30 seconds each - brown shoe, brown shoe, brown shoe, alarm clock, brown shoe....people think the alarm clock is shown longer even though it's also shown for 30 seconds. This explains why we believe time goes quicker as we age, we're waiting for the alarm clock to appear...break the script! Variety is the spice of life.
- Bangladesh and "shitting" outdoors. Latrine is too nice to poop in i.e., it's nicer than my house are you sure we should poop in there? It's not a hardware problem it's a behavioral problem. Equates defecating in public with flies on food and eating each other's poop.
- Teachers need to work backwards "in 20 years I want my students to remember X". Create the future and design your syllabus accordingly. Have people trip over the truth. For example, why do buildings stay up or fall down....training yourself as a physicist you will learn the fundamentals of...
- Stretch and expose yourself to failure. Reward failure. Learn from experiencing vs navel gazing.
- Stretch by delegating and learning you can. Mentors push, mentees stretch. Academic study with feedback (wise criticism) to students starts with "I'm giving you these comments because I have high expectations and I know you can reach them. So, try 'X' and if you need help I will help you." (high standards plus insurance). Rewire the way people accept criticism.
- Cummins and Six Sigma – asking future leader to stretch and get out into the field and learn the lingo. Exposing a future leader to risk and helping her to stretch.
- Blakely and Spanx – learned hard lessons by selling photocopier machines. Learned to accept nos and failures. Grit! Great idea of Spanx but took no after no (male dominated industry so there were challenges trying to get the idea designed and prototyped) before getting to yes. Asked weekly by her father growing up "what did you guys fail at this week"....he was disappointed if you didn't try and fail at something.
- Having moment of stretching are more valuable if there is pride. **Design for pride.**
- Rewards should be personal not programmatic, meaning the 'employee of the month' concept is flawed. For example, give a set of Boss headphones to the one who listens the best. Be authentic. Frequency – closer to weekly than yearly. Message – I saw what you did and I appreciate it.
- Gratitude letter – pick someone that's made an impact in your life and handwrite a letter to them. Then hand deliver it and read it together.
- Couch to 5K – workouts escalate from walk/run to run. In week 5 you come to W5D3, which is a hard run in the program. The W5D3 is supported by blog entries. It's a "peak" during your training.
- Gaming strategy = levels of accomplishment. Apply this to games, playing guitar or learning a language. This is called "leveling up". FitBit gives you an India Badge for walking 1,997 miles which is equivalent distance across India – could have designed a 2,000 mile badge but not as memorable.

- Losing weight shouldn't be just losing 10 lbs. Should be taking the stairs vs escalator in week 1. Week 2 walking to work.....end goal is fitting into your favourite pants.
- Career and promotion – turn around a product or service line, have someone promoted to manager, solve a business problem by collaborating across multiple functions, receive a compliment another employee or colleague that you run your meetings on time, deliver a project on budget, contribute an idea that is adopted company wide.
- Other examples of Milestones and Pride - Boys Scouts badges, martial arts with their belt systems, flipping through the stamps in your passport, running a marathon in 3:59 even though there is no difference with 4:01.
- Civil Rights example with the lunch counters in Nashville – practiced sit ins ahead of time by emulating sitting at lunch counters and running mock assaults so that participants are prepared. Courage is mastering your fear not having the absence of fear. You can practice courage – military does it too.
- Ethics is not about knowing what's right or wrong its about acting on it. Need to practice courage and taking action. Preplan moments of unethical behavior and responses in that moment. Yeshiva University practices telling people they have lost someone and other delicate conversations.
- Sharp Medical and delivering a good customer experience:
 - Took a team to visit the “Stars of Service Experience” – Ritz Carlton, Disney, GE, SW Airlines
 - Can't deliver a great CX without a great Employee Experience
 - Had the employees jump in and help design a better CX through a 100 focus groups
 - Come together as a group in person to make the personal connection and have a shared experience. Focus on 3 strategies i. create a synchronized moment ii. invite shared struggle iii. connection to meaning
- Purpose – sense that you are contributing to others and your work has a bigger meaning
- Passion – the feeling of excitement and enthusiasm you have about your work
- 2x2 Purpose/Passion matrix
 - High passion and high purpose = stars
 - Passion but no purpose = poor performers
 - Purpose trumps passion
 - Graduation speech should be to follow purpose and not your passion
 - Passion is individualistic
 - Purpose is something people can share – knits people together
- Purpose isn't discovered, it's cultivated. It can be cultivated in a moment of insight and connection.
- Radiologists are shown pictures of the patient before diagnosis, accuracy goes up.
- Nurses assembling surgical kits meets the caregiver using the kits, they worked 64% longer and made 15% fewer errors.
- Understand the contribution you are making. Why do you do what you do? Keep asking to get down to purpose and make the connection. Ask a janitor why they clean the floors. Or the marketing team making a contribution to the sales team.
- Employee engagement and satisfaction:
 1. Do I know what is expected of me at work
 2. Do I have the tools to do my work right

3. Do I have the opportunity to do what I do best every day
 4. In the last 7 days have I received recognition or praise for good work
 5. Does my supervisor care about me as a person
 6. Is there someone at work who cares about my development.
- **Not what's the matter but what matters to you**
 - Building effective collaboration between two teams with an offsite meeting
 - Break the script and boost the appeal
 - Take your team on a pit-crew exercise and teach them to change tires, regroup and discuss importance of working together
 - Bring a customer in to address/talk about pains, trip over the truth
 - Before the meeting have two people work with their other respective groups and present back to both groups on what they discovered, trip over the truth
 - Add pride by giving a team chemistry award – pack of Mentos and a Diet Coke
 - Practice courage through effective communication, hold a “crucial conversation”
 - Measure emails between the two groups
 - Recognize team members that solve problems for the other group
 - Demarcation Point – before meeting we didn't communicate, now we do
 - Experience unity don't just talk about it.