



Guest

BJ Fogg is a behaviour scientist with deep experience in innovation and teaching. At Stanford University, he runs the Behaviour Design Lab (earlier called Persuasive Tech lab). He spends about 50% of his time to Stanford and 50% to industry innovation. On the industry side, he trains innovators to use his work so that they can create solutions that influence behaviour (focus areas include health, financial wellbeing, learning, productivity and more).

He is the author of the recently published book - Tiny Habits. In this book, he breaks down his model for human behaviour that he has developed based on years of research. The formula that underpins this model is $B = MAP$. He says that Behaviour (B) happens when Motivation (M), Ability (A) and Prompt (P) come together at the same moment.

Context to the Conversation

Welcome to the 58th Conversation at the Play to Potential Podcast. I am your host Deepak Jayaraman and I work with leaders as a Leadership Coach, Sounding Board or as a Transition Advisor as they navigate their journeys. In this series, we feature conversations from leaders from different walks of life on three themes - leadership, transitions and careers.

My guest this time is BJ Fogg. He is the head of the Behaviour Design Lab at Stanford University and the author of the recently published book Tiny Habits. He has been spending several years understanding human behaviour and how we can think about building sustainable habits.

During the conversation, he breaks down the foundations of a new habit into 3 elements, Motivation, Ability and Prompt and speaks about how we can work on each of these to bake in new habits. He also talks about the nuance and how to untangle ourselves from those bad habits. Untangle is a metaphor in breaking a bad habit. I'm sure you will find this extremely valuable.

Without further, let us dive into the conversation with BJ Fogg.

Transcription

Deepak Jayaraman (DJ): All right, got it. BJ thank you so much for making time for the Play to Potential podcast, excited to have you here.

BJ Fogg (BJ): Deepak, thank you for inviting me.

DJ: And before we dive into talking about your work on Tiny Habits, I am curious about people's journeys and how they end up doing what they do. I think you started your career looking at persuasive technology and now you have sort of gravitated to studying behaviour design. So, talk to us a little bit about how you got here and what has been your curve of curiosity over time.

BJ: Yeah, well, I would rewind really to my childhood because it helps show why I was interested in behaviour and behaviour change and helping people. I grew up in California in a Mormon home. My parents and grandparents and great-grandparents all of them were Mormons and part of the Mormon tradition, part of the Mormon culture is you don't drink coffee, you don't smoke, you don't drink, you pray twice a day, you fast once a month and there was a whole bunch of behaviours restrictions and a lot of the culture... I mean Stephen Covey comes also from this culture and the Marriott's and Mitt Romney and things like that. So, there is a culture around optimizing yourself. And so, I certainly grew up with that sense and with focus on regulating your behaviours and optimizing your behaviour. So that was just a natural thing for me to think about habits and self-optimization and so on. And then I did a number of... I did too much schooling at universities and it included work in rhetoric where I was really fascinated with the power of language to influence and persuade and that led me to technical writing and technical communication, which really focused me on the importance of simplicity. And then I went to Stanford and became a social scientist, a behaviour scientist, shifted gears entirely, but I was still very interested in how human behaviour gets influenced and especially the power of simplicity. So, like you said I did early work and I called it persuasive technology doing research on how computers could influence our attitudes and behaviours way before they were doing that. I was mapping out the potential and showing the good things to do but also the dangers and the bad things and then became much more interested in health habits around 2009 and not interested really in technology till my work became more focused. So, I was running a research lab at Stanford lab, I still run, and really, we shifted into a domain that now we call behaviour design and that's all about new models of understanding behaviour and new methods for designing behaviours and one of those methods is tiny habits. Tiny habits are one of a larger set of models and methods that I call behaviour design.

DJ: Got it, and maybe just to lay out the landscape BJ, what else would you put in there in the realm of behaviour design?

BJ: With the Fogg Behaviour Model, which is the fundamental model of how all behaviours work and it's a function of motivation, ability and prompt. So that's really the model that made everything much, much clearer to me and helped me set aside so much of the traditional stuff both in academics and just in popular culture about behaviour and behaviour change that is either wrong or not effective. And so, with the behaviour model I said like no, this is how behaviour actually works, everything boils down to these three components. And then on the method side, there's a set of methods... some have funny names like Crispification and Focus Mapping and Snap Testing and the methods are about designing for behaviour change where the models are ways of understanding or interpreting behaviour and in behaviour design the models and the methods work together.

DJ: Got it, and maybe just to a dive into your work BJ, I read your book Tiny Habits with a lot of interest and in the book you talk about the Maui Habit as soon as we wake up and it's worth talking about it since you are sort of I understand you are doing this podcast from Maui as you speak.

BJ: I am in Maui, yes.

DJ: You are in Maui; I love and it's a good place to start. Talk to us about what it is about and why it makes such a big difference to our lives.

BJ: Yeah, in the book *Tiny Habits*, there's only one habit I prescribe for everybody. The rest of the book is how to create any habit that you want but early on I say start doing this one habit and it goes like this. After your feet touch the floor in the morning as you are getting out of bed say, it's going to be a great day. Say those seven words and I prescribe that habit for everybody because I have so much feedback over the years of teaching tiny habits and advocating for that particular habit that it made me very confident that every reader of the book would benefit from saying it's going to be a great day as you get out of bed. And so, it's especially funny when I am here in Maui doing it. I get out of bed and I look out the window and there's the ocean and sometimes the moon, so I get up kind of early, sometimes the moon is just over the ocean and it's really easy to say it's going to be a great day. In other context, let's say I am traveling and I am tired and I am in some hotel room and I am really wondering why I am there, I still say even if I don't believe it's going to be a great day, I say it's going to be a great day somehow and that opens the door, opens the possibility to having a great day. And so, it's just seven words and some people change it up that it's going to be an awesome day, some people change the timing, you know, as they are brushing their teeth in the morning they say, that's fine. But the key seems to be that by stating that intention your brain actually entertains the possibility it could be a great day and if you are waking up in a great spot and you think it will be, it helps you optimize for making it a great day.

DJ: Got it. And you also in the book before we get into the three pieces you spoke about motivation, ability and prompt, you also talk about the ABC of tiny habits: anchor, behaviour and celebration and I was curious about the three but more specifically celebration, but I would love to hear from you on how you see the three and why each of these elements are required for us to sow a habit seed in our lives.

BJ: So, the tiny habits method was derived from my behaviour model. So... and we will probably get to this but motivation, ability and prompt, the core components are embedded in the method itself. So, the ABC of tiny habits is kind of an accident that it's ABC. That was not intentional, it just happened, but A stands for the anchor, so that's the thing you already do, it's solid and reliable in your life. The anchor then reminds you to do the new habit. So, the B is the behaviour, what's the tiny behaviour? So, brushing might be your anchor, you always brush and let's say you don't have the habit of flossing. So flossing is what then comes right after brushing. So, brushing becomes the reminder to floss. That's how you do it in the tiny habits method. You don't put a poster, you don't use alarms, you use an existing routine, in tiny habits we call it an anchor to be the reminder for the new habit and you don't make the habit big, you make it super tiny. So, if you want to floss you perhaps just floss one tooth, if you want to meditate maybe it's just three breaths. So, you just scale it back so, so tiny and the C part stands for celebration and that is a technique to cause a positive emotion inside yourself, an instant positive emotion, and it's that emotion that wires that habit. And so if I am flossing one tooth, and if I go, way to go BJ, I look in the mirror and I smile at myself and I feel a positive emotion, what I am doing with that emotion, with that hack, like way to go BJ, I am wiring that habit into my brain. So, it's a new technique, it's a new way of looking at habits, it's really effective if you can find the authentic celebration and you can wire in habits very quickly by doing it. So, it's not about repetition, it's about the emotion that you feel while you are doing the new behaviour, that's what causes... if it's a positive emotion that's what causes the habit to form.

DJ: And I like the word authentic celebration. Could you sort of double click on the word authentic and how that plays up before we think about something...

BJ: I'll triple click. It's so important, it's so important. You know, this morning I was teaching tiny habits at five in the morning and one of the celebrations that was natural for somebody was, you know, hands over their head like victory, like yeah, like you would see a runner crossing the marathon finish line. That for a lot of people is a natural celebration that helps them feel like yeah, I

succeeded but for some people it's going to make them feel foolish. So, if doing that makes you feel foolish or awkward or silly it's not going to work. So, you got to find what works for you and there are a few simple exercises you can do for this. So, let's say you are watching a game of cricket and your team is behind and at the last moment your team wins. What do you do as you see your team win? Whatever your natural reaction is, that could be a great celebration for tiny habits. You just bring that in and you do it after you floss. Or think about when you get your exam back and you got a perfect score and you are alone, right, you are not in the class, you are alone and you get it, what do you do? Let's say, for example, you throwing a piece of paper into the trash bin across the room and you are not sure you are going to make it but you throw it and it goes in, what do you do at that moment? Those are all clues of what your natural celebration would be, so you take those clues and then you actually apply it deliberately so you don't leave that emotion to chance in tiny habits you deliberately, you hack that emotion in order to change what's going on chemically in the brain and it has to do with dopamine regulation and that's what rewires the brain.

DJ: Got it. I love the fact that you picked cricket for the analogy.

BJ: Ba-doom, surprisingly enough in fourth grade in Fresno, California we learned to play cricket which was really, really odd, but we did a lot of odd things when I was a kid.

DJ: Wow, that's fascinating. Let's talk about the three pieces of the puzzle: motivation, ability and prompt and let's start with prompts. You call prompts the... maybe actually just to pause even before we dive in you talk about the way, I mean, to phrase it using finance terms the motivation ability indifference curve if I may call it that, you know, the way the curve... could you sort of maybe visually paint the picture for us on how that curve plays out and then we...

BJ: Yeah, I have a kind of teacher who loves the whiteboard so... but it basically works like this. So, in the behaviour model you have motivation, ability and prompt. So, let's talk about just motivation and ability. Those two components work like teammates and if the motivation is really high for behaviour, you can do hard behaviours, but if the motivation is really low, you can't do hard behaviours. Therefore, it has to be really easy or in other words you have to have a high ability to do the behaviour. So, one of the breakthroughs in that model is the understanding that motivation and ability can compensate for each other, so it's a compensatory relationship and talking about them as teammates is a little more straightforward. Let's say you are playing volleyball and there are two people on a team. If your teammates are really strong you can be weak and you can still win, you both can be strong but you both can't be weak otherwise you won't win. So, if motivation is low and it's hard to do then despite how many times you are prompted you won't do the behaviour. So there is a curve that I called the action line on a landscape that the visual version of the model and if you are above that line... so if motivation is high and ability is high enough, you are above the line, you will do the behaviour when prompted. If either one is zero, if you have no motivation or you have no ability then of course you won't do the behaviour when prompted. And if they are both relatively low, you are probably below the action line and even if when prompted you don't do the behaviour. So, what's really exciting I think, I mean, it looks so simple graphically, but the implications are enormous. It helps you understand that in order to do hard things you have to have high motivation. But then when you look at the reality of being a human being you don't always have high motivation. So, that means to be consistent in doing any behaviour it needs to be easy to do and this was the insight that led to tiny habits. If the habit, the new habit is really easy to do then you don't need high levels of motivation, your motivation can sag and it can be pretty low and you will still do the behaviour when prompted. So that tiny habits method came for me looking at my own model and seeing that, you know, acknowledging that motivation goes up and down over time we don't have lots of control over levels of motivation, but we can make things easier to do. In fact, let's make

them so easy to do that the motivation needed is miniscule and that's really what tiny habits is about. It's about consistency of doing the habit not the size or the difficulty of the habit.

Reflections from Deepak Jayaraman

DJ: This is your host Deepak Jayaraman here. This piece reminds me of my conversation with James Clear (JC), the Author of Atomic Habits. He makes the link between sowing a new habit and small changes in our identity as a result.

JC: *"every action you take is like a vote for the type of person you want to become. So in a sense your habits are how you embody a particular identity like every time that you make your bed you embody the identity of someone who is clean and organized, every time that you make a healthy meal and cook that at home rather than eating out you embody the identity of someone who is focused on eating healthy. Every time that you write one sentence you embody the identity of a writer and know those little actions, those tiny habits do not radically transform your body overnight, they don't lead to a written book in a single day but they do cast a vote for being that kind of person. So early on that's really powerful because those habits provide evidence of this new identity that give you a reason to root that belief in something."*

DJ: James basically talks about how the small habit whether you call it atomic habit or tiny habit starts moving the needle with how we think about ourselves and that slowly starts turning into a slow but steadily evolving virtuous cycle. For more do look up my conversation with James Clear.

Now let's get back to the conversation with BJ Fogg.

DJ: And to maybe bring the third variable in, prompts and you call prompts the low-hanging... you call it the low-hanging fruit of behavioural change, why so?

BJ: Oh, because it's just... we can design prompts in and out of our life pretty easily. So, a prompt is anything that reminds you or cues you or triggers you to do behaviour. I am using all of those as synonyms. It's the thing let's just do this now and there are various sources. There's basically three categories of prompts and in tiny habits the category we use is you use your existing routine to be the prompt and that's different and that's a breakthrough and that means you don't use the other category what I call context prompts, which is post-its, alarms, other people, notifications all those things that annoy us, you don't use that in the tiny habits method, instead you use something that's natural, something that's already built into your life, an existing routine and then you anchor your new habit to that existing routine. And so, it's... and that insight didn't come to me for a while later. So, I knew motivation ability how they work together and I knew that making something super simple would let you be consistent in creating a habit but then it was like, how do you prompt it? How do you prompt it? And then that just happened like a lot of breakthroughs, you know, literally it was getting out of the shower and it's like, oh my gosh, it's after you figure out what this comes after and use you the preceding behaviour to remind you of the next thing this new habit that you want. And so, then it was, then it all clicked and then I knew I had all the pieces in place because it always comes back this motivation ability prompt and then I knew I had... here is this breakthrough way of habits where you are hacking three things. One, you are making the behaviour super tiny, so you don't need much motivation. Two, you are prompting it through something you already do, an existing routine that we call an anchor in tiny habits. And then three, you manipulate your emotion, so your brain takes notice and goes, wow that feels good, I want to do that again in the future. And

so, you don't leave that to chance, you deliberately celebrate and cause that emotion to fire off which then changes the regulation of dopamine in the brain.

DJ: Got it. And maybe... you talk about the, you know, brushing and flossing analogy, right, and if I apply to my life, I often tell myself that yes after I brush I should floss and maybe start with one tooth. But sometimes my memory fails me and I just sort of move on to something else. Even if we stick with that notion of attaching a tiny habit on the back of an action that we already do, how do we remind ourselves to do the tiny habit? Is there some nuance there in the way we make that connection?

BJ: Yeah, like there is... all of this is a system. In fact, that's I think what I am proudest about, about the book Tiny Habits is like hey everybody, there is this system behind human behaviour. It's not guesswork. There is a way to systematically understand and it's systematically designed for it and so on and it's simpler than you think. So, let me touch two parts of the system of how to get an effective anchor that will remind you doing a habit. First, from the beginning as you are designing the tiny habit what's called the recipe. It's like okay, how do you make it super tiny, I'll floss one tooth, what does it come after? And so, this is a design challenge not a willpower challenge. So, you look around and say well, what does flossing naturally come after in my life and for pretty much everybody it's after you brush. Now for other types of habits that may not be so obvious let's say somebody wants a meditation habit and they scale it back to just three breaths and they go okay when those taking three meditative breaths or at least calming breaths, where does that fit, what does it come after? And so, they have to do some a bit of design and maybe a bit of exploration and it probably doesn't come after you turn on the TV, that's not going to... I will try to turn on the TV; I'll take three calming breaths, nah not the right place. It might be after you empty your spam folder, after you sit down at work, it could be after you start the coffee maker. So, you design just like you would say, where does this new painting go in our home, you consider options and you pick one and if it doesn't work there then you try another one. And that's a big part of the tiny habits method is you design the new habit and if it doesn't work you redesign it, you don't beat yourself up, you don't cause yourself to feel bad because you are... it's not a willpower or a discipline issue, it's a design issue. Just like putting a new painting on a wall where it doesn't work well, that's not a discipline or a willpower flaw, that's a design issue. So first of all, you get better and better how to design things in your life. Then if it's really not sticking like you are really not remembering to do the flossing then there is a technique that this... I am just warning everybody listening you are going to think this is crazy at first, but you rehearse the sequence of behaviours with a celebration. In other words you accelerate habit formation by drilling over and over and I don't mean like a hundred times, I am talking 7 to 10 times where you would pretend like you are done brushing, you would set your brush down, you would pick up the floss, you would floss one tooth and go, good for me and smile in the mirror or whatever your celebration is. And then you would do it again immediately, pretend like you are brushing, put your brush down, pick up your floss, celebrate and drill that sequence with the celebration and do that 7 to 10 times. Now, I know people are going to think I am crazy for suggesting this, however, if you understand that habit formation is a skill and the way you nail habits is the same way you nail other skills where like if you want to be great at golf you practice putting, if you want to be great at tennis, you do serves over and over, basketball you practice the three-point shots over and over. Same thing with habits, you can actually drill and practice but in this case, you also celebrate, so you are accelerating the speed of habit formation. Now that's what you do if it doesn't wire in naturally. There's some habits you design and bam they just click just they're done one and done. But the ones that just don't seem to be sticking and you don't want to redesign it then you go to this drill. Now, I think in the future, this might be 10 years from now, it will be common practice that you do this from the beginning, any new habit you want great, walk through the behaviour sequences, do the anchor, do the new tiny behaviour and celebrate and do it over and

over and I am going to predict that is going to just be standard practice at some point in the future and that is what you do at the beginning to wire in a habit not as you know, end of your rope troubleshooting technique.

DJ: Got it. And talking about prompts BJ you also talk about the fact that in the long run action prompts will matter more and more than context prompts and as you speak about the implications for business here and I found that quite nuanced. Could you talk about that for a couple of minutes?

BJ: Yeah, really important. So, most of the book Tiny Habits can help business people who are creating habits in others or themselves or creating products and programs. Even though the book is written for everyday people to change behaviours in their own life, I do a lot of work and I have for 20 years working with businesses and start-ups and helping them be effective and I couldn't add the full business approach in the book because it would have been too long and my editor thought it would confuse people, but what's there you can apply to business and I do talk a little bit about this issue and let me explain it. So action prompts that is the category like the anchors where you are being prompted by something that happens naturally whether it's your own routine, whether it's a baby crying, whether it's a stoplight changing or your kid coming home from school and saying hey dad, I am home. Like any of those can serve to be a reminder to do a new behaviour. Like your kid coming home saying hey dad, I am home, might be the prompt that you go give your kid a hug. Now those kinds of prompts are all around us, we already have lots of those and they are not annoying because they already happen to us. All we have to do is build an association between your kids saying hey dad, I am home and the habit as opposed to the context prompts. Those are the post-its, the email reminder, the pop-ups, the notifications on your phone, we are overwhelmed with those and those are getting less and less effective and people are just becoming blind and deaf to those because there's so many of them and we can turn some of them off. So the thing I am trying to help business leaders understand is that your investment in context prompts in trying to put something in front of somebody whether it's an email or a sponsored post those are things that are going to get less and less effective because there is more of those and we are tuning them out. So, if you need to help your customers create a habit find what fits naturally in their routine and tell them. Let me give an example. LinkedIn, yay LinkedIn, so I am for... probably most of 20 years I have had no use for a LinkedIn because I am not looking for a job and I am not looking to hire people but with my book out and my aspiration of helping as many people as I can with my book, it's like oh okay, I need to really... I need to get back with the program on LinkedIn. Yeah, my profile is embarrassing and it's out of date and I have got over a thousand people I have not linked to but I need to make this a habit. And so, I found what comes after for me and it's basically after I read The Guardian. So, I read The Guardian every morning to get an outside perspective a little bit, then I go and I just look at my LinkedIn feed, that's where it fits. Now if I were a LinkedIn Product Manager, if I was trying to get more people to use LinkedIn who had stopped using it, I could just do a tiny bit of research and say when people use LinkedIn on a daily basis, where have people found that it fits naturally in their life. Oh, we did some research and we found that after people check the news then they check LinkedIn and then we found for other people after they sit down on the bus or the train then they check LinkedIn and we found for other people it's as soon as they sit down for their lunch break that's when they check LinkedIn. So, they could take those insights and they could feed that back to people like me who had lapsed on LinkedIn and said, hey using LinkedIn daily is a great way to keep up with important things in your industry and try one of the three spots after you finish reading the news, after you read the news then fire up LinkedIn or after you sit down on the bus or train then fire up LinkedIn and so on. So, you could tell your customers this is where... here are some possibilities where it fits in your life, try it out and see what works for you. So, then they don't have to send me notifications or emails or just lose me as a customer. They tell me how to design the LinkedIn habit into my life.

DJ: I like that and maybe back to your metaphor of hanging a painting maybe proactively work with you to figure out where to hang that painting in your house.

BJ: Yeah, right and with the little bit of research, they could probably discover and I am going to make a guess here that there are... I'll just stick with three places that there are 50 percent of their daily active users probably position it... no 50 percent is too optimistic, 25 percent with just three suggestions that could cover 25 percent of their daily active users and then probably 10 spots 10 routines probably cover 50 percent. So, it's not like there's a hundred spots it fits. There's a finite number, well, there's a finite for most people and they could just discover that and then just help their customers create the habit. So I think that's the future for most businesses that need to create habits rather than using annoying reminders and emails and whatever is you help your customers or potential customers, you help those people design it into their life, so don't let them just guess, tell them where it goes just like if I were to buy a painting and somebody says guess what this painting needs to go on a big wall and it needs to be facing away from having natural light. Then you have guided me where to put that painting and I won't make a mistake of putting on a tiny wall in the dark.

DJ: Got it. Let's move to the other piece BJ, ability. You talk about the ability chain and how just to explore the weak links in the chain. Talk to us about what the ability chain is in the context of behavioural change.

BJ: Yeah, one of the most important things to do for any type of behaviour, habits especially but there's other types of behaviour like doing behaviour once or doing it for a limited period of time is to make it easy to do and in tiny habits you make it radically easy. And when you look at what comprises ability, what makes something easy or hard to do, it boils down to five different things in the chain model, it is a good model for it because it's the weak link that makes it hard. So, I'll give the five links in the chain. One is how much time does this take? So, if it takes a lot of time and you don't have a lot of time then that's a weak link. How much money does it take? Well, it takes a lot of money and you don't have much money then that can be a weak link. How much thinking does it take? How much physical effort? And the last one is how well does it fit into your routine? So, it could be that all of those links are strong except let's pick the money one. Like it takes very little time, very little thinking, very little effort, it fits beautifully into your routine, but it costs let's say \$199 a month. Well, that's a weak link that makes that behaviour hard for you to do. So, when you are designing habits into your life you want to look at the habit and say what's making this hard to do and can I make that easier. If you are designing for customers, for example, and they are not doing the behaviour even though they are motivated and it's like oh, it's too hard to do what's making it hard? Is it we are asking for too much time, too much money, have we made it too complicated so they have to think and so on and then you shore up the weakest link in order to make it easier to do?

DJ: Got it. And you also talk about people getting caught up in burst or bust cycles and I found that phrase quite interesting and you were just to climb the little habit hills from where we could adapt habits. Talk to us about again the nuance around this approach and why it makes sense.

BJ: So yeah, when we talk about motivation, everyone has a common-sense notion of what motivation is and for the most part that's accurate. The academic work on motivation is actually quite confusing and not as clear as you would think it would be and one of the areas where the history of academic work and motivation really fails or hasn't happened is when it looks at how motivation shifts over time. I mean, it's pretty ordinary experience to understand at least in the U.S., at least in the culture I am in, you know, in December its Christmas time and people get excited about connecting with family and buying presents. So, motivation goes up to connect with family

and to buy gifts. But December 26, boom, motivation goes down. Valentine's Day, people get excited about relationships at least in the U.S. Tax deadline is April 15th, their motivation goes up to do taxes. So, these swings in motivation we have all experienced but it never had been named and it never had been studied even until fairly recently. And so, I named it with some colleagues about five or six years ago and we call it motivation wave. So, your motivation will go up but then it will come down and this is motivation for a particular thing like my motivation to exercise, really high at the first of the year and it goes up and then it starts fading and maybe be your motivation to learn French. You have a trip to France coming up. So, you are motivated to learn French and then after you get home from your trip, it goes down. So, these waves happen all the time and it can be named. I do like motivation wave as a construct. The research on it really is very limited and only there are tiny bits and pieces with only about 2007 where there are a few papers that came out and even now there's not a lot of literature on this. So, it's really odd that there's something that's so common to human experience one, had never been named and two, there's just not a lot of research on it. And there's reasons for that, I mean, the way academic work moves forward especially in the social sciences, it's political, it's driven by lots of things but this is a big gap. So, certainly there hadn't been the insight that motivation and ability are like these teammates and companions and that motivation is going to go up and down and you can't really have tons of control over that. So then you have to focus on ability and that's what the behaviour model really made clear to me was wow, you have this relationship motivation is this slippery thing you can't really control that well, maybe for a limited time but not long term but ability is something you can control and you can design for. So that's why it's called tiny habits and not like exciting habits or motivational habits. Yeah, we can make things really tiny. That's what we can design for very reliably.

Reflections from Deepak Jayaraman

DJ: This is your host Deepak Jayaraman here. I am reminded of something that came up in my conversation with Rich Fernandez (RF) (CEO of Search inside Yourself, a Leadership Development organization incubated in Google). He speaks about how we think about weaving in mindfulness in the smallest of things we do rather than making it a big herculean task which is one more thing that we need to do in addition to everything else we have going on in our lives. Something that is relevant as we are packing in several things into our lives in these times.

RF: *"The other suggestion I have is something we offer in a curriculum which is make it a set of integrated practices. When people think about meditation, they think about having to do exactly what I have just said which is sati side you know x block of time and you know sit in a certain way and close your eyes and protect the space for formal practice. But there is also a way to practice mindfulness and meditation in an integrated way. For example, as you move through the course of your day, integrate it into your day between meetings if you need to walk to the rest room make that a walking meditation. I am actually serious about that. Become aware of your bodies as it moves for space between your office and the rest room. Become aware of your foot fall, become aware of the felt sense of your body. How are you feeling actually in that moment? Or take the opportunity to focus on breath or this being in India this Podcast you know if you have a "Mantra" that you are familiar with or particularly like us that. And I say "Mantra" and there is an often a religious component to that but here what I am referring to is really finding an object of your attention to train your attention upon it whether be "Mantra" or breath or walking or sensation you can really do this throughout the course of your day. I was driving to work today and I was focusing on my breath not so much that I wasn't able to drive but there but when there is a red light when I was stopped in*

traffic in and out for three breaths, I noticed my breath. Next stop like same thing integrated practice is also helpful one."

DJ: Back to what BJ says, keeping the habit tiny and weaving it into some of the other things we do, might help us overcome the vagaries of motivation that we grapple with as we go through our lives. Now let's get back to the conversation with BJ Fogg.

DJ: And moving to motivation you talk about the distinction between motivation and aspiration. I found that nuance quite interesting but you also say a motivation... the complexity of a motivation results in a psychological tug of war and that can be a tough element of handle. Could you talk about these two elements when it comes to motivation?

BJ: Yeah, another challenge with the whole domain of behaviour change and psychology a little bit more broadly, but I have focused on behaviour and behaviour change as our vocabulary and we don't have adequate words for things. And so, I've had to come up with words for some things like motivation wave for example and then when it comes to something like how motivation works, we have things that motivate us and we have things that demotivate us. So for any given behaviour, let's say eating broccoli tonight at dinner that specific behaviour there might be things that motivate me like, oh, I am hoping it will be really good for me, but then there might be something that demotivates me like, oh, I am afraid I am going to cut myself or I hate cleaning the broccoli or whatever so you have these just like vectors. So, you can think of any level of motivation for anything as you have things that are motivating you to do it and things that are demotivating you like vectors in physics and they push on each other. And there are two ways to change the overall level of motivation. You can either try to boost like broccoli is so good for you, it's so healthy, and it's so great, so you can push up or you can remove what's demotivating. Let's say you hate washing the broccoli but then you find you can wear gloves so you don't get your hands like wet or soapy. So now that demotivator oh yeah, I don't like the soap, I don't like the washing, well you wear gloves so that goes away. So, one of the key ways if you need to increase your motivation for something is to look at what's demotivating it and try to remove that demotivator. Often, it's fear; that is the thing that's demotivating you to go to the gym or to try a new recipe or to give a talk at a business conference and so on.

DJ: Got it. Just moving to the other piece, celebration BJ, you talk about celebration being a habit fertilizer. You spoke about it earlier in our conversation, but I like the nuance you bring between the distinction between celebration and rewards.

BJ: So important.

DJ: And you talk about the fact that the brain requires a quick lock-in after a behaviour. Could you talk a little bit more about the distinction here?

BJ: Yeah. So, rewards is one of those words that the way we use it in English today is ambiguous and reward is the right technical term. However, many people use it in a way that's not accurate. Too often many people say, oh I am going to go to the gym and then I am going to reward myself by going and watching a movie. Well, I would call that a prize or an incentive, it's not a reward. Reward is a thing that happens as you do the behaviour or immediately after and your brain associates the reward with the habit you just did. And so, because it's a problematic word, I have decided not to use that word. Again, it's ambiguous and if you have an ambiguous word, then it's not a very good technical term. So, instead I talk about celebration as a technique for creating a positive emotion. So, it's serving the function of a reward in the technical sense of things but I try not to use that word,

because too often people think of a reward as like a prize, they will get at the end of 30 days. So, I'll eat a vegetable every day and at the end of 30 days I'll get my reward. Well, that doesn't wire in a habit, that's serving as an incentive to motivate you but it doesn't serve to wire in the habit. So really what you are shooting for to wire in a habit is to cause a positive emotion inside yourself. Now, sometimes these will happen naturally. When you look at any app or technology that you love and you use on the daily basis I would wager a lot of money that the first time you use that app or that technology it made you feel very successful and made you feel like you had super powers like, oh my gosh I can do so much, I am so capable with this. And that's what helped to wire then in as a habit was that sense of success. I am achieving something important. And so that will happen naturally with oh lots of things but for new habits that doesn't always happen naturally. The fact that you are wiping the kitchen counter doesn't make you go oh, I am so great, you know, naturally, so you hack that emotion by going, look at the counter, I am so awesome, so you deliberately cause that emotion to fire off. And so, celebration is the term that we decided to use for causing that emotion. And we looked at other terms like self-cheer, that was the one we liked, just plain cheer, cheer yourself, cheer for yourself. I could have also picked like reinforce, self-reinforcement as the word but self-reinforcement has already been used in the 70s to mean something and it's something quite a bit different, so I couldn't use the term self-reinforcement. But that's what you are doing with celebration. You are reinforcing, you are making that habit stronger and you are doing it deliberately. So, celebration is the technique to self-reinforce.

DJ: Got it, and talking about growing habits when is a point where we can start thinking about moving from a tiny habit to a big change? How long should we keep it tiny? What does your research show?

BJ: Well, the surprising answer is you can do it day 1. You can do a bigger version of the habit anytime that you want but the key with tiny habits is you set the bar low and you keep it low. You can always go way over the bar if you want and say count it as extra credit, but you don't have to even year... I mean for the years I have been flossing two times a day, there are some days I just floss one tooth and I move on and I do not consider that a failure. I consider it a big success. It's like oh, something was going on, maybe I was really distracted or busy or just not in the mood. I still got to have it done well for me. So, the idea in tiny habits is not start tiny and then raise the bar, it's not that. Just too many journalists and people writing about tiny habits and that's not how it's done. You set the bar low and you keep it low. But you will find it, you will naturally do more and more but you don't raise the bar even so, you just keep thinking of yourself as a superstar, as the A+ student who is overachieving continually. And that takes a mindset shift, especially for high achievers who are used to raise the bar and who just keep going higher and higher and so really is a skill; this is one of the skills I talk about in the book is to set the bar low and keep it low and actually be good with underachieving and being okay on those days you can just floss one tooth, being okay with that and not feeling bad but feeling positive. That reaction is a skill and so for the high achievers out there listening this concept may surprise you but this is how you make... habits aren't really about the size of the habit, it's about the consistency of that habit and as long as you are being consistent, you can do a bigger version anytime. So, you really, really want to get the consistency nailed, do more when you want to and when you don't want to or can't just do the tiny version and keep it consistent.

Reflections from Deepak Jayaraman

DJ: This is your host Deepak Jayaraman. This is a profound point that BJ makes. A lot of people, I would include myself here, often fall victim to the habit and become its slaves without us realising. Devdutt Pattanaik (DP) makes the point in quite a provocative but an effective way.

DP: *"This concepts of habits is a western idea, habit is a bad word in Indian philosophy, another word for habit is conditioned I am conditioned to do it, conditioning there's a pavlovian response, a dog has a habit of salivating whenever the bell rings and the west has made it a virtue action without thought is habit repetitive action without thought is habit and if you look at the many of the cultures in the west they are like domesticated animals at a particular time they will get up and run, so they are on a treadmill all the time and this is seen as virtue, driving in a car with a coffee in your hand, nobody sees in America that this is tragedy, it's a tragedy, you can't enjoy your coffee, you can't enjoy your drive you have glamourized slavery, you have glamourized slavery and nobody sees it because you have all the gurus in white coats with their chin what is called their fist on the chin photographs, these photographs that you see are telling you therefor it must be right nobody is questioning what is the habit? And habit has been somehow projected as a good thing Indian thought is all about awareness, it's all about awareness, why are you doing what you are doing, why are you not doing what you are not doing, once you are aware then you realize what is of value to you and what is not value to you, so then breaking habits becomes difficult, there are good habits there are bad habits, habits are good or bad depending on context, so you will find people behaving, that's why I always find, when experts come to Indian they have tough time because their habits suddenly in the new context they don't know because oh my god there's no place to run, oh my god they don't have this thing because of their habit, you become like an animal and habit really goes to the lower part of your brain not the upper part of your brain and habit is about avoiding life, you do habits like it's an addiction, it's an autopilot and it's addictive, like I have habit of writing, but its addiction if I don't write I get withdrawal symptoms, which means I have trained my body to be in pain when I don't do it and to get pleasure when I do it and I am not aware of it I am just doing it mechanically, so we are an awareness culture, awareness culture not habit culture, in habit culture empathy goes away"*

DJ: Devdutt speaks about the role of awareness versus habits and how we should not become slave to the habit. That still leaves us figuring out how we build good habits while being aware. Instead of seeing this as Either OR, is there a way we can combine the two and get the benefits from it. Here is where we turn to the Japanese for inspiration. One of my earlier guests, James Clear (JC), Author of the Book Atomic Habits, speaks about something he observed in Japanese train stations

JC: *"So, there is this method which is called pointing and calling that I think helps raise our level of awareness about our current habits and once we become aware of our habits then we can change them, and then we can start to more meaningfully adjust them. So, the story, and I actually saw this when I went to Tokyo, if you walk around Tokyo, go to a train station what you will see is this interesting pattern where when the train pulls into the station the conductor will point at like a signal and say the signal is green or the point of the speedometer and say the speedometer is 30 km an hour. Outside on the platform other employees are doing similar things, they are pointing up and down the platform and they'll say the platform is clear. The cleaning staff even as they walk on to the train in between sessions to clean it off, take the trash out and so on, they'll point at each car and say the car is clean or the trash is clear and things like that. The purpose of this is that for anybody who does the same kind of job over and over again like a train conductor pulling into the station it becomes kind of automatic, it becomes habitual. So, it's very easy to overlook your mistakes. So, by pointing and calling by literally physically pointing and saying out loud what you are doing you are raising the level of awareness of the action. People don't use the phrase pointing and calling but you can see them do this kind of thing all the time in daily life. So, for example, I have friend who... she'll leave the garage door up accidentally some times, and so now every time she pulls out of her garage she points at the door and says garage door is down or when you are getting ready to go on a trip or leave your house for a few days you might double check everything and say I have my keys, I have my glasses, I have my wallet and you are like touching them in your pockets while you are doing that. So*

those are all examples of pointing and calling to try to double check, to raise the awareness, to be more aware of what you are doing and if you want you can actually use that same strategy when you are trying to build or break habits. So, for example, if you want to stop snacking when reach into the cupboard to get out a cookie or go to the pantry to get out a snack you could say, I am about to eat this cookie and I don't want to because I am trying to stop snacking and just the act of saying that out loud before you do it might be enough to prevent you from it. It sounds silly, it sounds a little like over the top to do it but it can be a very useful strategy early on so that you become more aware of your behaviour."

DJ: I guess the long and short of the point I want to make here is that while we often glorify building habits, we forget the criticality of building awareness. Like BJ says, being aware gives us the ability to ramp up or down a habit depending on the circumstances without being obsessed about it. Habit is a bit like the engine of an automobile while Awareness is like the Steering Wheel, without which you could end up crashing your formula 1 car when you see a bend in the road!

Back to what BJ says, keeping the habit tiny and weaving it into some of the other things we do, might help us overcome the vagaries of motivation that we grapple with as we go through our lives.

You would appreciate there is significant effort that goes in editing each of these conversations where we try and connect the dots with some of the other nuggets from other parts of the podcast. Hope you find the helpful and valuable.

My only request is if you find the podcast of value, that you take a moment and Rate and Review the show on Apple Podcasts or any other platform you consume the content. It will help other listeners discover this podcast and benefit from it. Given the extent of clutter in the world of content creation, this one simple action from you will help people sift signal from the noise and help more people benefit from the content. Now let's get back to the conversation with BJ Fogg.

DJ: And moving to maybe breaking free from bad habits you also use the back to also being specific about language, you mentioned that breaking a habit is possibly not the right language and I am tangling it is more like it. What is the nuance the way you see it BJ?

BJ: I am so glad you are asking all these questions about terminology. It really... it's... maybe I'll just do an academic paper just on this, the language around behaviour changes held us back and this word break bad habits has been one of the problems because break implies that if you put a lot of force in at one moment, like breaking a stick it'll be done. So, a lot of force, a lot of energy in one moment is how you solve it. That's not how these kinds of habits get solved. It's not about a one-time thing that gets people to stop gambling or stop drinking or stop gaming or whatever the addiction is or whatever the bad habit is. So, I am proposing and explaining how a better word is untangle unwanted habits and that then implies a process just like if you think of your phone headset all tangled up. Wow, it looks overwhelming, you are not going to solve it just by yanking on it in one moment but you know that if you take the easiest angle not the hardest and undo that and then go to the next easiest one that you'll get there. Same thing with these things that we call bad habits. They tend to be things... snacking is a pretty easy example to use. So, if you have a... you consider bad habit of eating bad foods is a snack, it's not just one thing, it's probably there's a snack in the morning, there's snack at lunch, snack driving home, snack in the evening, snack at 3 a.m. So, it's a tangle that we call a habit but really, it's all these habits connected together. And so, you take the easiest snacking habit to stop, the easiest one not the hardest one and you design that out of your life and then you go to the next one and the next one. And so, I think untangling really sets the expectation much better that it's a process and really maps very well to how you look at a tangled

rope or a phone headset. At first it's overwhelming and you are like, oh my gosh, but then as you get started you see it starts resolving and then pretty soon it comes completely clear, it untangles and so I think that's right on for how many of these unwanted habits work.

DJ: And talking about phones BJ maybe to pick another use case given the digital distraction that we face given the phones we have. Any commentary around how we can begin to entangle sort of untangle...

BJ: Do we have... Deepak. You know at Stanford... Stanford is a wonderful institution and at least for me a very flexible. So, I get to teach as much as I want or as little as I want and so on. So, I have chosen to teach once a year and I can teach anything for any much. So, every year I come up with a new course and it always has to be with behaviour change. So, I always look at what's the most important thing we can be doing. Well this year it is behaviour design for coronavirus challenges. That's what we are doing right now in my class at Stanford, that's the most important thing we could be doing. It was going to be behaviour design for climate action because it was like, oh my gosh, this climate let's... but with the coronavirus thing then it was like no, no, no, this is more urgent, so that will be later, the climate action. But last year the focus was on screen time. So, let's use what we know about behaviour design to help people reduce screen time or have a healthier relationship with technology. So we did a lot of work there and there was... it's a problem that has lots of facets to it, like who's doing what and so on and we have a tool that anyone can use at screentime.stanford.edu that can connect you to our database of over a 150 different ways to reduce screen time. You answer a few questions to this genie character and then the genie has some AI and then says here are the three solutions you should try. But let me give some really simple... you can actually go to screen time genie and do that but some simple examples, for example before I started talking to you, so I have this habit it's very simple I just turn my watch over, I scroll up, I push on the little moon sign and I go on, I don't even know what it's called and how to do it. It's called Do Not Disturb. So, I do that for one hour simple, simple, simple and it means I am not checking my phone and I am not being interrupted while I am talking to you. So, you can just create these habits of going on Do Not Disturb. Maybe it's a habit of turning off the internet router at night. So, after I lock the door, I will turn off the internet router. Maybe it's not a habit but a policy of everybody at our family dinner table no mobile phones allowed. I know in my own life at parties that I host I don't let people use their phones. So, you have come to my party your phone you are not using and the same thing with dinners that I am hosting. It's like, no you are not going to be on your phone at my dinner because I am paying for it and I am hosting you and that means you are going to be present. So sometimes it's habits that you can form other times and I think we're going to go this year as a culture and even more globally is that understand there's etiquette around these things and if you are at somebody's dinner or somebody's party you do not pull out your phone and disconnect. Last year I was in-charge of my family reunion and as a Mormon family, it's a big family and we get together once a year on an island in Idaho. So, we have a cabin on this island and I was in charge. The leadership rotates among the siblings so every six years I am in-charge and I had oh what theme, we always have a theme. It could be Olympics, it could be cowboys, it could be pioneers and that theme is going to be airplane mode this reunion. All about not using our screens but instead actually being present with each other because what typically happens and drove me crazy is, we would come from all over the place to this little island and then people would be texting their friends in Las Vegas or wherever they are from. So, I thought I would have a big rebellion on my hands with my family, but they loved it, they loved it. So, we had very specific rules set up about how you could use your devices and how you can't use them. And it really led to a wonderful reunion where we were there and we just really talked more, we played more games, people were a hundred percent present and so I do think that's coming that we will get out of our awkward adolescent inappropriate use of technologies both when we are alone and with others and we will have a more mature

approach and etiquette around it and will understand that you simply don't sit at a restaurant at a business dinner or a party and pull out your phone and check messages. That would be like farting at the table or that would be like pulling out cigarettes and starting smoking in somebody's home, you just don't do it. So, I think we will get there.

DJ: Got it and maybe that's a good segue to talking about what's front and centre in our lives, Covid-19. You spoke about teaching a course at Stanford on this topic. Maybe if we look at it from the lens of building habits new habits as we sort of grapple with the emerging new normal, any themes that you see emerging BJ, any common questions that people come to you with as we are sort of grappling this current situation.

BJ: Yes, and we seem to be shifting through things. So early on it was how do we stop touching our face and how do we wash our hands, okay, that was early, early. There's less around that now because most people are sheltering in place and so then next it's, oh my gosh, how do I be productive during the lockdown or how do I get along with my spouse and kids or how do I home-school my kids? And so, at this point, in fact just today in my class so now they are going into their third project around this and the third project is about a global intervention. How do you create, how do you solve a problem that's related to coronavirus and something that could go global? And so, what we did today was we mapped out the top behaviour challenges related to coronavirus. And so rather than the students just picking something random as you know, I am all into systems, so let's not just pick some random problem, we are then systematizing what are the top problems? So we did it on an individual level or class level and tomorrow we push it out basically to crowd source and have other people chime in and up-vote and down-vote the different challenges and then the students will take one of the top 10 challenges and design a solution or an intervention for that. One of the things that surprised me today just from the class like students putting stuff into this system where you up-vote and down-vote and we looked at the results just for the class was the one that struck me and I had all the students like pick the one that emotionally just catches you and that moves you and for me it was grieving during this period and I'd... yeah, I kind of thought about it but not really and I thought you know what, that is a really big challenge and people need guidance and we can use behaviour design to help people deal with grief or grieve effectively during this period. And of course some of the other top challenges were like income and not transmitting disease and not catching disease and small business owners who no longer have revenue and those kinds of things and I really want the students after we get more global input and we are not looking for thousands, we are looking for a few hundred people to basically share their views. So, we have a top 10 list and then I really want the students send in about three days from now. We'll look at that list and pick a challenge to address and solve and they have four weeks to create something, get it out there, measure the impact and that will be the final project and all those projects will be public.

DJ: Got it. And just as we wrap up BJ, I am curious about this gap between knowing something and doing something right, and your work one could read a book but in your experience over the years of dealing with tiny habits, where do you see the maximum gap between knowing and doing in the people you work with where they get it cognitively but struggle to incorporate it behaviourally and any piece of advice for the listeners in ensuring that these don't stay as thoughts but we are able to translate that to new habits.

DJ: Yeah, so I don't have data on where the biggest issue is here but I have coached over 40,000 people and habits personally. So, I have a ton of experience. I have more experience coaching personally than anybody, I think... I can imagine... I've really done more like 50,000 or 60,000. I just stopped counting at 40,000. So to answer your question, my sense of things is the biggest gap is with smart people, people who like to read, people who like to get information, people who in the past have succeeded because you have consumed information and remembered

information, and my Stanford students are a lot like this and they are often afraid to put things into action because they are afraid of failing, because they are used to succeeding. So, they will procrastinate, they will delay, they will find all these reasons that they are not going to get started on changing or started on writing a paper or whatever for those two reasons. One, they are very good at consuming information and remembering it and two, they like to succeed. So, if something might cause them not to succeed, they either deliberately or not really realizing it will procrastinate it. So in response to that it's funny you had asked this question, it was last night, I don't tweet that much but every so often I just like if somebody calls me or I am answering an email, I am helping somebody create habits, I say people need to know this. So, I tweeted something like this. The key... I wrote it... for the vast majority of people the key to unlock behaviour change is not increasing motivation instead it's lowering your expectations and just getting started and being nice to yourself all along the way. And Twitter went a little... my followers are a little crazier and then they loved it. I wasn't sure what was going to happen. But so many people... so I woke up this morning and I looked at some of the comments and there are people like I am screenshotting this, I am printing it, I am putting it over my computer. This is exactly what I needed to hear right now. So I totally hit a nerve where I am telling people like I do in the book Tiny Habits if you have tried to change in the past and it has not worked that is not your fault, you just didn't have the right way to do it. Now here's the right way. And so for people to have the relief of like here's a behaviour scientist at Stanford telling me lower my expectations and don't feel bad about the motivation thing that just helps so many people get and then notice it's not just lower your expectations, but it's to lower your expectations and just get started, like do it now and then really important be nice to yourself along the way. Don't beat yourself out, don't shame and guilt and feeling bad has no role in the tiny habits method and it's not the best way to change in the long term. And that is such a new almost well for some people shocking but for most people surprising insight that that they react like that on Twitter or they are like oh my gosh, that's what I needed, I am printing it. So I... there was a lot of retweets and a lot of likes and all that kind of stuff and that's how I kind of know okay, I had hit a nerve and this is really what my book is about and I would love to say yeah, buy my book people you would have known this but that's not what I am going to say on Twitter. You got so many characters and I try to be as helpful as possible within that framework.

DJ: Got it. BJ this is a lovely and maybe it's a good.... that's a great note for us to end this conversation. Thank you so much for making the time.

BJ: Deepak, thank you and such great questions, and I am so happy to... well, thank you for helping me share our tiny habits and this work with more people. I really appreciate it.

Reflections from Deepak Jayaraman

DJ: I hope that you found this conversation purposeful. I really liked the point BJ makes as we were wrapping up the conversation. The notion of smart people struggling to incubate new habits. Something like this shows up in the work I do as well. In the Coaching and the Transition Advisory work I do, I encounter several people who have had a very good first 15-20 year run in whichever field. But as they take stock of where they are and the choices they need to make, I urge them to start experimenting and trying different things. But they struggle. Because the past successes come in the way of them taking risks. The previous guest at the podcast, Jennifer Garvey Berger, spoke about the 5 traps we often find ourselves in and one of the 5 is the trap of being shackled by the past, which in essence is very similar to the point BJ makes here. One of my earlier guests, Raj Raghunathan has written the book "if you are so smart, why aren't you happy".

As Marshall Goldsmith says, “what got you here, doesn’t get you there”. But the sad reality is that several successful people get somewhere by the time they are 40 and then land up at a funny place. They can’t climb the first mountain anymore because the air has gotten thinner and it is taking a toll on the rest of their life. And given the risk aversion that BJ speaks about, they struggle to walk around figuring out the foothills of the next mountain that they could climb.

If this is of interest, you might like to listen to the nugget “Keep your identity small” by James Clear – Author of Atomic Habits or the nugget, Trap 5 – Shackled by the Past by Jennifer Garvey Berger.

Thank you for listening. As you know, quite a bit of work goes into researching, producing and publishing a conversation. We also try and connect the dots across the various conversations as much as we can. Hope you find that of value. If you find the podcast of value, I would request two things for you to consider.

- First - Do Rate and Review the Show on Apple Podcast. Given the tsunami of content out there, it will help other listeners discover this podcast and seek value from it. A small action by you could make a big difference to someone else
- Second – Do consider paying it forward to Antarang Foundation, a not for profit that I work with closely. They work with children from less privileged backgrounds play to potential by imparting life skills, giving them career guidance and connecting them to the world of formal employment. We all are seeing what is happening around the world due to economic inequity. No easy answers but one piece we need to solve as a society is to ensure that the young adults are productively engaged in a vocation that they are passionate about. Antarang Foundation is all about making that happen.

Thank you and look forward to having you at a subsequent conversation at the podcast. For more, do check out the Podcast archives which include Curated Playlists by theme, 500+ nuggets and 56+ guests at playtopotential.com. To know more about my Coaching and Transition Advisory work, please visit the “About the host” section at Playtopotential.com. Bye now.

End of transcription

Nugget from James Clear that is referenced: [Keeping the identity small](#).

Nugget from Rich Fernandez that is referenced: [Developing the meditation habit](#).

Nugget from Devdutt Pattanaik that is referenced: [Building Habits vs. Enhancing Awareness](#).

Nugget from James Clear that is referenced: [Building habits with awareness](#).

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Identity: Identity refers to the reputation, characteristics etc. of a person that makes the individual or the people around him/her think about them in a certain way. To put simply, how do we think of ourselves and what to the others think of us. Identity is a key element that we need to wrestle with during pivotal transitions. Herminia Ibarra shares her insights on how we should treat Identity as a Work in Progress that gets influenced by the journey we go through and the choices we make. Ram Guha speaks about the multiple identities of Gandhiji. Atul Kasbekar speaks about how he saw his identity evolve from being a photographer to a producer. All this and more in this playlist. You can access the playlist [here](#).

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BJ Fogg - Nuggets

- 58.00 BJ Fogg - The Full Conversation
- 58.01 BJ Fogg - The ABC of tiny habits
- 58.02 BJ Fogg - The MAP of behaviour change
- 58.03 BJ Fogg - Prompts - the low hanging fruit of change
- 58.04 BJ Fogg - Action versus Context Prompt
- 58.05 BJ Fogg - Build ability to beat motivation cycles
- 58.06 BJ Fogg - Celebrating to wire in a habit
- 58.07 BJ Fogg - Tiny habits to big change
- 58.08 BJ Fogg - Untangle (not break) bad habits
- 58.09 BJ Fogg - Getting out of screen addiction
- 58.10 BJ Fogg - The knowing-doing gap

About Deepak Jayaraman

Deepak seeks to unlock human potential of senior executive's / leadership teams by working with them as an Executive Coach / Sounding Board / Transition Advisor. You can know more about his work [here](#).

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