POWER OF HABIT

HARNESSING THE SCIENCE OF ROUTINE FOR SUCCESS

Prof. (Dr.) Smita Mishra

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CHAPTER 1

ENIGMA OF HABITS: THE EXTRAORDINARY CASE OF EUGENE PAULY AND THE NEUROLOGICAL REVOLUTION

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ABSTRACT:

The intriguing case of Eugene Pauly, a man whose battle with viral encephalitis led to profound changes in his memory and habits. The narrative unfolds in the fall of 1993 when Eugene's neurological journey began, taking readers through the challenges of his illness, unexpected recovery, and the subsequent discovery of remarkable habit formation despite significant memory loss. The narrative shifts to the pivotal role of Larry Squire, a neuroscientist at the University of California, San Diego, who, through studying Eugene, contributes to a groundbreaking understanding of the basal ganglia's role in habit formation. The article explores experiments conducted at MIT, shedding light on the neurological processes that underpin seemingly automatic behaviors. Eugene's unique case serves as a gateway to a broader exploration of habits and their intricate connection to the basal ganglia, unveiling a new frontier in the neurological revolution.

KEYWORDS:

Activism, Birmingham, Bus Boycott, Civil Rights, Claudette Colvin, Community, Friendship.

INTRODUCTION

A habit researcher attended a conference in a San Diego lab in 1993. A little over six feet tall, he was an elderly guy dressed in a lovely blue button-up shirt. At a high school reunion, his hair would make folks envious. It was difficult for him to walk properly because of his arthritis. As they made their way carefully into the laboratory, he grasped his wife's hand. He didn't appear to know what the next move would bring. When Eugene Pauly's wife said that their son, Michael, was coming over, over a year ago, he was at home in Playa del Rey preparing supper.

Eugene began vomiting up and had excruciating stomach discomfort the next day. He got seriously dehydrated in less than a day, and Beverly hurried him to the emergency department. His body temperature shot up to 105 degrees, and he perspired profusely, leaving yellow stains on the hospital bed linens. When nurses attempted to insert a tube into his arm, he became quite confused and then became irate, yelling and shoving them. The patient was given medication by the doctor to induce slumber. Next, a little quantity of fluid was removed from the patient's spine by inserting a long needle between two bones in the lower back [1], [2].

The attending physician quickly saw there was a problem. The fluid that surrounds the spinal and brain nerves protects them from damage and infection. Blood passes through a needle readily and swiftly in healthy individuals. Eugene's spine sample emerged slowly and seemed hazy, as if it were packed with little particles of dirt. Eugene's physicians discovered that he had viral encephalitis, a common ailment that produces fever blisters, cold sores, and moderate skin infections, after receiving the results of his tests. Occasionally, a virus may enter the brain and target the sensitive tissue that houses our thoughts, dreams, and, some people think, our souls, causing significant damage. Beverly was informed by the physicians that Eugene's body

was already destroyed and that they could not repair it. However, they said that if they gave him a lot of antiviral medications, the harm may not worsen. For 10 days, Eugene was in a deep slumber and on the verge of death. His elevated body temperature gradually decreased as a result of the medications, and the infection eventually vanished. He felt weak and disoriented when he woke up and had difficulty eating. He had trouble putting words together and sometimes had trouble breathing. But he was still alive and breathing [3], [4].

Eugene was finally well enough to undergo a number of tests. His body, especially his neurological system, was not severely injured, which astounded the physicians. He was aware of light and sound, and he could move his arms and legs. X-rays of his brain revealed concerning black patches in the center of his brain. A spherical section of tissue close to the junction of his head and backbones was injured by the virus. Beverly was informed by a doctor that he may not be the same guy she remembers. If your spouse isn't here, get ready. Eugene was relocated inside the hospital. He was able to swallow with ease after a week. After a week, he started talking properly again, asking for Jell-O and salt, switching the TV on, and complaining that soap operas were dull. Five weeks later, Eugene could walk and was counseling the rehabilitation center's nurses.

Beverly was informed by a doctor that she had never seen someone return in such a manner. The speaker continued, "I don't want to raise your hopes, but this is really great." Beverly was still concerned, however. It was evident at the hospital that her husband's illness had taken a troubling toll on him. Eugene lost track of the day and the identities of his physicians and nurses. even after making many self-introductions. After the doctor had left his room, he questioned Beverly, "Why are they always asking me so many questions." Things were much stranger when he returned home. Eugene seemed unable to recall their companions. He had trouble understanding what other people were saying. He would make bacon and eggs in the kitchen in the morning, then return to bed and turn on the radio. He would get up, cook bacon and eggs, go back to bed, and play with the radio for forty minutes, and then repeat the process. He would repeat the process once more.

Beverly became concerned and called specialists, one of whom was a memory specialist at the University of California, San Diego. Beverly and Eugene were strolling hand in hand along a corridor in a modest building on the university campus on a bright autumn day. They entered a compact examination space. Eugene struck up a conversation with a young lady using a computer. "This machine surprises me, even though I've worked with electronics for a long time," he said, gesturing to the keyboard she was typing with. "That behemoth would have taken up this whole room and two six-foot racks when I was a youngster.

The female continued to type on the keyboard. "He said it's amazing," Eugene chuckled. Every printed circuit as well as electrical parts like triodes and diodes. That item was stored on large racks while I worked in electronics. Then a scientist knocked on the door. He was curious about Eugene's age.Eugene pondered, "I wonder whether I should go with fifty-nine or sixty. His age was seventy-one. The scientist started typing something on the computer. With a grin, Eugene gestured with his finger. "He expressed his admiration for it. To hold that item, we would have required two enormous racks when I worked in electronics [5], [6].

Larry Squire, a 52-year-old guy, was the scientist. He had spent the previous thirty years researching the functioning of the brain while working as a teacher. He was an expert in the research of memory consolidation in the brain. According to Squire's study, people may form intricate routines even if they have trouble remembering things. Everyone employs comparable brain functions on a daily basis, which is why this occurs. His research, along with those of others, will help reveal the unconscious mechanisms influencing many choices that, while

seeming to be the result of deliberate thought, are really driven by instincts that the majority of us aren't truly aware of or comprehend. Squire had spent a few weeks studying images of Eugene's brain before they even met. According to the scans, Eugene's head had a tiny region at the middle that was about the size of a five-cent coin that contained the most of the damage to his skull. The majority of the damage caused by the virus was to his medial temporal lobe, a little region of brain believed to be responsible for memory recall and mood regulation. The squire was not shocked at the extent of the virus's destruction. Tissue is destroyed with extreme precision and thoroughness. The degree to which the images resembled things he recognized startled him.

DISCUSSION

Thirty years ago, Squire was an MIT student working with a group that studied a highly famous case in medical history named "H. M." HM fell on his head after being struck by a bicycle when he was seven years old. Throughout his life, scientists concealed Henry Molaison's true name. After a time, he began to faint out and have seizures. After his first major seizure at the age of sixteen, he began to pass out up to 10 times per day. H. M. was twenty-seven years old and very, very, very, very agitated and frightened. The seizure medication was ineffective. Despite his intelligence, he was a bad employee. He continued to live with his parents. He/Her Majesty, or HM All I wanted was a normal existence. He went to a doctor who was open to trying new things, even if they may not succeed, for assistance. Studies indicate that seizures may be caused by the hippocampal region of the brain. The physician proposed making incisions in H. M.'s skull to remove the hippocampus and some surrounding tissue using a little instrument.

The 1953 procedure was place, and as H. M. His convulsions lessened as he recovered. It was immediately apparent that his brain had undergone significant alteration. HM rewritten as Your Majesty in plain language. I was aware of his name and that his mother was Irish. He recalled watching the news during the 1929 stock market crisis and learning about the Normandy assault. However, almost everything that transpired after his operation had been lost, including his battles, memories, and experiences for the majority of the preceding 10 years. Upon exposing H. M. to cards and lists of numbers as a memory test, the physician discovered that H. M. could not retain new information for more than twenty seconds [7], [8].

Everyone recalled H. M. from the day he underwent surgery till his death in 2008. Every new song and room delighted him as if it were his first. For a time, his brain just stopped functioning. He was perplexed every day about how someone could aim a black plastic rectangle at the TV screen to change the station. He greeted his physicians and nurses many times a day. Squire said, "I found studying memory and the brain to be really interesting, so I really enjoyed learning about H. M." Ohio is where I was raised. My first-grade teacher handed out crayons to each of us. I combined them all to see whether it will result in black. Why do I recall some things while forgetting others? Why does my mind assign more significance to some memories?

Squire was astounded by how closely Eugene's brain resembled H. M.'s when he viewed the images of it. There were holes the size of walnuts in the center of each of their skulls. Eugene suffered from memory loss, much like H. M. Squire began to detect some very significant differences between this patient and H. M. when he began to examine Eugene. Almost everyone who met H. M. soon found out. Even if something didn't feel right, Eugene was able to speak and behave normally. Because of the severe side effects of his operation, HM spent the remainder of his life in an institution. Eugene shared a house with his spouse. You may rewrite this paragraph to read, "H. M." couldn't genuinely communicate with people. Eugene

had a great ability to nudge talks in the direction of subjects he was interested in, such as weather and satellites. He used to work for a firm that builds spacecraft and worked on satellites [9], [10].

Squire started Eugene's examination by inquiring about his early years. Eugene spoke about his childhood in Australia, his stint in the merchant marines, and the California hamlet where he was raised. He was able to recall the majority of the events in his life that occurred prior to around 1960. Eugene turned the conversation tactfully and stated he was having problems recalling the last several days' activities when Squire inquired about the future.

Eugene's memory for the previous thirty years had faded, but Squire's tests revealed that his cognitive abilities were intact. Eugene also still exhibited the childhood customs he had grown up with, so whether Squire offered him water or complimented him on his thorough response, Eugene would always return the favor. Eugene would greet and inquire about everyone's day once they entered the room.

On the other hand, the physician discovered that his patient was unable to recall any new information for more than a minute when he was asked to recall a string of numbers or to describe the corridor outside the lab door. Eugene was unable to identify his grandkids in photos. Eugene stated he couldn't recall being ill or visiting the hospital when Squire questioned him about it. Eugene barely ever acknowledged his forgetfulness. He couldn't have imagined anything was wrong since he couldn't recall being harmed, and he didn't suppose he would lose his memory.

Following their encounter, Squire took memory tests to determine his recall capacity. Eugene and Beverly relocated from Playa del Rey to San Diego at that period in order to be closer to their daughter. Squire often took his exams in their home. Eugene was requested to sketch an image of Squire's residence one day. Eugene could not draw a simple map that indicated the location of the bedroom or kitchen. Squire inquired as to how you get out of bed in the morning and exit your chamber. While Squire wrote something on his laptop, Eu- gene became distracted. After taking a quick glance around the space, he stood up, moved into the corridor, and opened the bathroom door. After using the restroom for a little while, Eugene returned to the living room and sat down next to Squire after washing his hands. He silently awaited the subsequent question [11], [12].

Nobody questioned how a guy who couldn't make a map of his house could locate the restroom with ease at the time. But those and related questions brought up a plethora of fresh insights that fundamentally altered our understanding of the influence of habits. It would initiate a seismic shift in science, with a growing number of academics now attempting to comprehend for the first time all the behaviors that impact our lives.

Eugene was seated at the table, staring at Squire's laptop. "That's fantastic," he said, gesturing to the computer. "We used to have two big racks to store that equipment when I worked with electronics. When they first moved into their new home, Beverly made an effort to take Eugene outdoors every day. Eugene has to exercise, according to the physicians. He would ask Beverly the same questions over and over again if he was indoors a lot, which really upset her. She and he took walks around the block every morning and afternoon, usually in pairs and always along the same route.

Beverly was instructed by the physicians to continuously monitor Eugene closely. They thought he would never be able to find his way home if he got lost. However, Eugene bolted out the front door one morning when she was getting ready. It took her a while to notice that he was no longer there since he loved to roam about a lot. She was furious when she finished

it. She stepped outdoors and took in the street view. She could not look at him. She pounded on the windows of the neighbor's home. Their homes had the similar appearance. Perhaps Eugene entered one of them by mistake. Running to the door, she rang the bell till someone answered. Eugene wasn't present. She made her way quickly back to the street, shouting Eugene's name as she went up the block. Tears were streaming from her eyes because she felt so heartbroken. What if he crossed the street? How could he provide his address to anyone? She had spent fifteen minutes looking everywhere outdoors. In a hurry, she headed home to contact the police. Eugene was watching the History Channel on the TV in the living room when she answered the door. He was baffled as to why she was sobbing. He said he had no memory of leaving, had no idea where he had gone, and had no idea why she was acting so irrationally. A scattering of pinecones like those she'd seen in a neighbor's yard nearby caught Beverly's attention. She stepped forward to examine Eugene's hands. The sticky sap from the tree enveloped his fingertips. It was then that she realized Eugene had gone for a solitary stroll. He picked up some souvenirs as he strolled along the street. At last, he was back at his house. Eugene began to walk each morning. Beverly made an attempt to stop him, but she was unsuccessful. She informed me that he would forget to remain inside even if I reminded him to do so after a few minutes. "I accompanied him a few of times to make sure he didn't get lost, but he always returned safely. Occasionally, he would return with pebbles or pinecones. Twice he came back with a wallet and once a dog. He was constantly forgetting their origins.

Upon discovering these walks, Squire and his assistants started to suspect that there was something more going on in Eugene's head than his conscious memories. They created an exam. When Squire's assistant arrived at the residence, Eugene was requested to draw a map of the area. He was unable to succeed. Rewritten: He couldn't pull it off. Where on the street was his residence, she inquired? He sketched for a while before forgetting about the assignment. She asked him to point out the kitchen door for her. Eugene surveyed the space. He expressed his ignorance. What would Eugene do if he was hungry? she questioned. He stood up, walked into the kitchen, opened a cabinet, and took out a container of almonds.

Someone arrived and walked with Eugene later that week. With the scent of bougainvillea filling the air, they strolled for around fifteen minutes in Southern California's consistently pleasant weather. Although Eugene didn't say much, he always appeared to know where he was heading and led by example. He made no request for assistance in navigating. The guest asked Eugene where he lived as they rounded the corner near his residence. "I'm not sure," he said. He strolled up the driveway to his residence, unlocked the front door, entered the living room, and turned on the television. Squire saw that Eugene was expanding his knowledge. Where was the knowledge kept in his brain? If someone didn't know where the kitchen was, how might they locate nuts? or figure out which residence belonged to them in order to go home. Squire pondered how Eugene's damaged brain was developing new habits.

The Brain and Cognitive Sciences department at MIT is housed in a building with facilities that resemble miniature operating rooms. Robotic arms are equipped with tiny saws, drills, and scalpels. Their width is less than a quarter of an inch. The instruments are tiny, as if young physicians were the intended audience. To aid researchers in maintaining hand stability during sensitive operations, the chambers are maintained at a freezing sixty degrees. To monitor alterations in the brains of sleeping rats, neurosurgeons perform skull cuts and implant tiny sensors. The rats seem oblivious to the fact that their brains are now filled with many small wires, like spider webs, when they awaken.

These laboratories are leading the way in a subtle shift in the way habits are formed. The tests being conducted here demonstrate how Eugene, like all of us, picked up the habits necessary to get by on a daily basis. These lab rats have shown the complexity of the mental processes

involved in seemingly basic tasks like cleaning our teeth or reversing a vehicle out of the driveway. These laboratories aided Squire in comprehending Eugene's habit-forming process.

When MIT researchers started examining habits in the 1990s, they also had a keen interest in the basal ganglia, a region of the brain. Eugene became ill and had a fever at the same time. The outermost layers of the brain, closest to the scalp, are the most recent in terms of evolution, if you picture the human brain as an onion with several layers. The areas of your brain on the outside are active when you have a fresh thought or notice something amusing. People ponder the most profoundly there.

Older and simpler brain regions are located deeper inside the brain and in close proximity to the brain stem, which is the point where the brain joins the spinal cord. They have the ability to make us jump when we're startled and force us to breathe and swallow without thinking. There is a little lump of tissue in the center of the skull that resembles the brain of a fish, reptile, or mammal. These are the basal ganglia, a collection of cells that have long been the subject of scientific inquiry and speculation over their potential role in disorders such as Parkinson's.

Early in the 1990s, researchers at MIT began to wonder whether basal ganglia may also play a role in habit formation. It was observed that animals suffering from injury to their basal ganglia had difficulties remembering how to open food containers and learning to navigate mazes. The goal was to investigate the effects of novel micro technologies on rat brain activity while doing various tasks. Each rat had several tiny cables and a tiny joystick inserted into its head during the procedure. Subsequently, the animal was placed in a T-shaped labyrinth containing chocolate at one end.

Partitions of the labyrinth opened with a loud click, allowing each rat to advance. Initially, upon hearing the click and seeing the divider vanish, rats would often circle the center of the space, pecking at walls and sniffing in nooks. It was trying to locate the fragrance of chocolate but was having trouble doing so. When it reached the top of the T, it would often move away from the chocolate to the right before moving left and sometimes halting for no apparent reason. Numerous animals eventually discovered the reward. But there was no discernible structure to their meandering. Each and every rat seemed to be strolling mindlessly.

The rats' brain gadgets displayed a different picture. Each animal's brain particularly its basal ganglia worked very hard as it navigated the labyrinth. A rat's brain become very active whenever it sniffed anything or scratched the wall, as if it was attempting to comprehend every new sound, sight, or scent. Throughout its whole wandering, the rat was pondering.

The same experiment was repeated several times by the scientists to observe the changes in each rat's brain after it followed the same route. Several alterations began to show themselves. The rodents stopped making mistakes and sniffing corners. Rather, they made their way through the labyrinth at an increasingly rapid pace. Unexpectedly, as the rats became more adept at navigating the labyrinth, there was a decrease in brain activity. The rats' usage of their brains decreased as they became used to the path.

Similar to how a rat's brain has to work particularly hard the first few trips through a labyrinth in order to process all the new information. But the rat's brain activity associated with scratching and sniffing ended after a few days of running the same course because it no longer felt the urge to do so. It stopped using its decision-making region of the brain since it didn't have to choose which direction to move. It just needed to recall the quickest route to the chocolate. Even the memory-supporting regions of the brain had become less active in only one week. The rat could go around the labyrinth without thinking since it had mastered the skill. However, the brain scans revealed that the process of discovering and recalling the path

and reward of eating chocolate depended on a region of the brain known as the basal ganglia. The rat seemed to be controlled by this little, ancient portion of its brain, as it raced faster and faster with little input from its other brain regions. The basal ganglia aid in pattern recognition and behavior. Even while we're asleep, our behaviors are retained thanks to the basal ganglia. This is the process of "chunking" that leads to the formation of habits. It occurs when the brain forms a habit out of a sequence of behaviors. We use a wide range of routines and behaviors on a daily basis without even realizing it. Certain things are simple: Prior to brushing your teeth, you always load your toothbrush with toothpaste. Certain tasks, like getting dressed or packing the kids' lunch, are a little more difficult.

It's astonishing that a little fragment of tissue that formed millions of years ago may affect the behavior of some very complicated individuals. Retracting your vehicle from the driveway. It was really difficult to concentrate when you were initially learning to drive since there were so many things to do.

The tasks included opening the garage, unlocking the car door, adjusting the seat, inserting the key into the ignition, turning it on, adjusting the mirrors, looking for obstructions, using the brakes, putting the car in reverse, estimating the distance to the street, and keeping an eye out for other vehicles. In addition, you needed to apply the brake and throttle pedals and most likely instruct your passenger to cease adjusting the radio.

CONCLUSION

The amazing story of Eugene Pauly shows us how habits work in our brains, and how scientists are learning more about them. Eugene had a tough journey because he got sick and lost his memory, but it showed how strong and able the human brain can be. Larry Squire and researchers at MIT have been really important in figuring out how habits are formed. They have especially looked at the basal ganglia. Their work has helped us understand more about why we do the things we do every day. Eugene can still create new habits even though he has trouble remembering things. This shows that our daily routines are controlled by our subconscious, and it helps us understand how the basal ganglia helps us do things automatically. The MIT did experiments with rats to learn more about how the brain works. They found that habits are formed in the brain through repetition and learning. This story shows how strong the human brain can be and how we can use this information to help change habits for therapy. It also gives us ideas for how we can use this new knowledge in different ways. The mystery of habits, as shown by Eugene Pauly's unique case, is proof of the changing way we understand how the brain works. As scientists learn more about these complicated things, they can discover new ideas about how people think and behave. This can help us find new ways to understand habits and how they affect us.

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CHAPTER 2

POWER OF HABITS: INSIGHT FROM THE NEUROLOGICAL REVOLUTION

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ABSTRACT:

The intricate workings of human behavior by exploring the neurological underpinnings of habits. Drawing inspiration from the extraordinary case of Eugene Pauly, whose journey following a memory-impairing illness unveiled the mysteries of habit formation, this exploration takes readers on a journey through the fascinating realm of the brain's basal ganglia. The article explores the habit loop—cue, routine, reward—and reveals how habits emerge to conserve mental effort. While habits are not inherently destiny, understanding their structure provides a crucial tool for their control. The neurological experiments with Eugene shed light on the delicate nature of habits and their impact on our lives. The article examines the broader implications of habit formation, extending its insights to diverse fields, including health, marketing, and societal behaviors. As the neurological revolution continues to unravel the secrets of habit loops, this article serves as a gateway to understanding the power of habits in shaping human existence.

KEYWORDS:

Montgomery, Peer Pressure, Protest, Rosa Parks, Segregation, Social Change.

INTRODUCTION

You now drive and do all of stuff without even considering it. People carry with the routine since they are used to doing so. Millions of individuals go through a routine every morning without giving it any thought. Our brains instinctively detect the habit of backing our automobile out into the street when we reach for our car keys. Our brain may unwind or focus on other things after we form the habit. We can recall Jimmy leaving his lunchbox inside for this reason. Scientists claim that the brain forms habits because it seeks out simpler solutions to tasks. The brain tries to create a habit out of nearly anything on a regular basis because habits promote mental relaxation. One major advantage is this innate tendency to minimize effort. Because a clever brain requires less room, the skull is smaller. This lowers the frequency of fatalities for both the mother and the child and facilitates childbirth for moms. When our brains are functioning properly, we don't have to think too hard about basic tasks like walking and eating, which frees up our mental energy to build things like irrigation systems, spears, computer games, and even aircraft. It's challenging to save mental energy since, if we unwind too soon, we may miss something crucial, like a swift automobile or a deadly animal. Thus, our basal ganglia have evolved a clever mechanism to determine whether to give in to habitual behavior. It is an event that arises at the start or end of a behavior. Examine the brain behavior graph of the rat once again to comprehend how it functions. When the rat hears a click at the beginning of the labyrinth and when it discovers the chocolate at the finish, its brain is tremendously busy. The spikes assist the brain in selecting which habit to utilize and when to allow it to take control. A rat may not be able to distinguish between being in a closet with a cat waiting outside or in a labyrinth that it is familiar with. In order to cope with ambiguity, the

brain searches extensively at the onset of an activity for a cue that indicates which habit to activate. A rat can find its way through a labyrinth if it hears a sound while it is hiding. It selects a different design whenever it detects a cat's sound. When the award appears at the conclusion of the exercise, the brain awakens and makes sure everything went according to plan [1], [2].

There is a three-step loop mechanism in our brains. The signal that instructs your brain to switch to automatic mode and which habit to utilize comes first. And then there's the daily activities, such as exercising, reflecting, or experiencing. Lastly, there's a reward that aids your brain in determining how significant this loop is to store in memory for later. This signal, habit, and reward cycle repeats itself over time, becoming more automatic and unconscious. A high sense of anticipation and desire is produced when the cue and reward combine. A habit is created sooner or later, in your driveway or in a chilly MIT lab.

Our destiny is not predetermined by our behaviors. We have the option to ignore, modify, or form new habits, as the following two statements will demonstrate. The habit loop is significant because it demonstrates how the brain's decision-making abilities are impaired when a habit takes hold. It either stops or moves on to something else. It will continue on its own if you don't make an effort to break a habit and establish new habits. However, understanding the mechanics of habits and the structure of the habit loop may aid improve control over them. You may modify a habit after you comprehend every aspect of it.

"We used rats for our experiments. We trained them to run in a labyrinth until it became second nature to them. Subsequently, we disrupted the habit by relocating the reward," MIT scientist Ann Graybiel, who oversaw the basal ganglia trials, said. "One day, we'll put the food where it used to be, and put the rat there, and, sure enough, the old habit will come back right away." Habits don't entirely vanish. We shouldn't have to learn everything over again since our brains are wonderful at remembering things. similar to driving after a trip. Positive and negative behaviors are indistinguishable by your brain. A bad habit is a persistent behavior that waits for the appropriate stimuli and rewards.

This is the reason it's challenging to develop a fitness routine or alter our eating patterns. Habits stick with us for a long time, such as consuming snacks every time we see a doughnut box or choosing to lounge on the sofa instead of doing out. The same idea applies here: just as Lisa Allen did during her trip to Cairo, we can manage and drive away undesirable behaviors if we can learn to form new, stronger habits than our old ones. Research indicates that when someone establishes a new routine, it becomes as automatic as any other habit, such as avoiding eating doughnuts or going for a run [3], [4].

Our brains would get fatigued from all the little tasks we have to do each day if habit loops didn't exist. People may have difficulties thinking and moving when there is damage or illness to the basal ganglia in the brain. Simple tasks like picking what to eat or unlocking a door become difficult for them. They are no longer able to overlook little things. For instance, a research discovered that individuals suffering from certain brain lesions were unable to recognize emotions on faces, such as fear and contempt, since they were constantly confused about which area of the face to focus at. Our basal ganglia are essential for carrying out our regular tasks. This morning, did you take the time to choose which shoe to tie first, your left or right? Did you find it difficult to make the decision to wash your teeth first or after taking a shower? Not at all These decisions are commonplace and are made with little thought. Should your basal ganglia remain healthy and the signals remain consistent, the activities will occur automatically without your conscious awareness. However, the brain's reliance on automatic patterns may be dangerous. There are good and harmful habits. Take Eugene, for instance. He lost everything and his habits gave him back his life. Then they took everything out again.

After spending a great deal of time with Eugene, memory specialist Larry Squire began to think that his patient was picking up new skills. Images of Eugene's brain showed that the viral encephalitis had not affected the area known as the basal ganglia. The researcher wanted to see whether Eugene's significant brain injury prevented him from doing certain tasks. Their goal was to see whether Eugene's ability to walk and navigate could be explained by a prehistoric neural function. Squire designed an experiment to see whether Eugene was picking up new behaviors. He adhered sixteen different objects, including toys and plastic, on rectangular cardboard piece [5], [6].

DISCUSSION

Eugene took a seat and was presented with two options. He was then instructed to turn his selection over and check whether the "right" sticker was below. This is a standard method of testing memory recall. Given that there are just sixteen items and that they are consistently shown in eight pairs, most individuals can quickly recall which item is correct after seeing it a few times. After a week or two, monkeys can recall all the "right" things. Despite taking the exam many times, Eugene was unable to recall any of the correct answers. He conducted the experiment twice a week for many months. He saw forty pairings a day. Squire performed an additional test to confirm that this behavior was really a habit. He presented Eugene with all sixteen items at once. Place all the "right" stuff in one pile, he instructed him. Eugene was unsure about where to begin. He questioned, "Oh no, how can I remember this." He reached for something and started examining it from every angle. No, she replied. It was the task to classify the items. What made him attempting to shift their position? He was unable to succeed. For him, that was not feasible. When the things were displayed to him without any context, he was unable to comprehend them [7], [8].

It was the evidence Squire had been seeking for. Test results indicated that while Eugene struggled with long-term memory loss, he was still able to establish new habits. This described Eugene's morning stroll routine. Even though he couldn't recall the exact appearance of his house, he could always find his way home since he knew the locations of certain mailboxes and trees. It also explained why, on days when he wasn't hungry, Eugene would have breakfast three or four times a day. He didn't even think twice about doing the same thing every time he saw certain objects, like his radio or the early light.

And there were a lot of other behaviors in Eugene's life that no one ever noticed until they were aware of them. Eugene's daughter would often stop by his home to greet him. She used to speak to her mom in the kitchen after having a conversation with her dad in the living room, and then she would say her goodbyes and go out. Eugene was angry when she walked away without saying anything, but he soon forgot why he was angry. But because he was already used to this kind of emotion, his rage would inevitably subside despite his best efforts. Beverly informed me that sometimes he would get furious and say hurtful things or curse, and when questioned why, he would respond, "I don't know, but I'm angry." He would swat at anybody entering the room or kick his chair. He would grin after a little while and discuss the weather. "He felt like he had to finish what was making him frustrated," she said. In a recent experiment, the squire discovered that habits may be readily broken. Eugene could not follow his customary routines if they differed significantly. Eugene would always get lost as he strolled around the block if anything had changed, such as a windstorm causing branches to fly across the walkway or the city doing repairs on the streets. After that, a neighbor would guide him home. He wouldn't lose his cool if his daughter spoke to him for a short while before walking away [9], [10].

The way scientists understand how the brain functions has altered as a result of Squire and Eugene's study. He demonstrated how learning and decision-making may occur even in the

absence of memory for the lesson or choice. Eugene demonstrated that, in addition to memory and thinking, habits have a significant role in our behavior. The factors that cause us to repeat the same actions may slip our minds, yet they nevertheless have an unconscious influence on our behavior. Since Squire's report on Eugene's habit formation, habit formation has drawn a lot of attention from researchers. Researchers from several colleges and businesses across the globe are examining how habits function, why they arise, and how to break them. Researchers have discovered that there are a wide variety of cues, such as seeing a candy bar or TV commercial, being in a certain location, experiencing a specific emotion, thinking about a particular topic, or being among specific individuals. Routines may be either simple or highly complex. Rewards may be emotional, such as feeling pleased of yourself after receiving praise, or they can be material, such as food or medications that improve your physical well-being.

Additionally, scientists have discovered parallels to Squire's discoveries with Eugene in almost all tests: Though powerful, habits are readily broken. They may be purposely designed or they may arise without our knowledge. Though we may alter them by modifying their components, they sometimes occur without our will. Our daily lives are greatly influenced by our habits, even if we may not realize it. They have so immense power that they cause our minds to fixate on them at the expense of other crucial functions, such as exercising sound judgment. In one set of experiments, researchers from the National Institute on Alcohol Abuse and Alcoholism trained mice to consistently press levers upon detecting certain cues. Food was constantly given to the mice as an incentive. Subsequently, the scientists tampered with the food to cause severe illness in the animals or used floor electrical to shock the mice as they approached their prize. The mice have the ability to sense danger from the food and cage. They knew the electric floor panels and the poisoned pellets were harmful, so they avoided them. Even in cases when they were ill or had been shocked by electricity, they would instinctively pull the lever, eat the food, or move across the floor when they saw their previous indications. The mice became used to it and were unable to quit. Similar things are easily found in the human world. Consider fast food as an example. The cuisine is reasonably priced. It has a great flavor. Put differently, consuming little amounts of processed meat, salty fries, and sugary drink on occasion won't have a negative impact on your health. You don't do it very frequently [11], [12].

However, habits develop naturally and without our awareness. Most families don't intend to consume fast food often, according to research. Children end up eating too many hamburgers and fries as a result of eating them more often until it becomes a habit. Yale and University of North Texas researchers sought to understand why families were consuming more fast food. They found that there were unnoticed factors influencing people's desire to consume more fast food. The habit cycle was discovered.

The design of every McDonald's restaurant is intentional. The corporation requires that all of them have the same design and that all of the staff communicate with clients in the same way. The goal is to encourage customers to make comparable purchases each time they are there. Some fast-food restaurants prepare their food to taste good immediately away. The fries, for instance, are designed to crumble easily in your mouth and coat you in oil and salt. Your brain becomes pleased as a result, and you want to keep consuming the food. Better yet for strengthening the habit.

Even these routines, however, are readily disrupted. Families who used to frequent fast food restaurants would often start eating supper at home rather than going somewhere else after the business shuts. Modest adjustments might interrupt the pattern. However, sometimes we are unaware of these patterns developing, which means we are unable to alter them. By observing the cues and the things that bring us joy, we may modify our behavior. Seven years after his illness, in 2000, Eugene's life was back on track. Each morning, he strolled. He was allowed to

eat everything he wanted, up to six or seven times a day. Eugene's wife was aware that he would watch old or new television programs in his comfy chair as long as the History Channel was on the TV. Not that he could tell them apart.

Eugene's behaviors began to negatively impact his life as he grew older. He was a sedentary person who enjoyed binge-watching TV since he never grew bored of it. His cardiac condition worried his physicians. Beverly was instructed by the physicians to make sure he only consumes nutritious things. She made an effort to limit the amount and frequency of his meals, but she found it difficult. She warned him, but he never remembered. Eugene would constantly search for bacon and eggs in the refrigerator, even though there were fruits and veggies inside. That was his daily routine. The physicians advised Eugene to walk more carefully as he grew older since his bones were becoming more brittle. Eugene felt twenty years old in his own mind. He never remembered to tread carefully. Squire said, "My interest in memory dates back a long way." After meeting E. P., I came to the conclusion that a full existence is possible even in the absence of memory. Even after forgetting the joyful memories, the brain is still capable of experiencing happiness. It's difficult to quit doing that, which ultimately led to issues for him.Beverly used her knowledge of routines to assist Eugene maintain his health as he grew older. She discovered that by setting up fresh reminders, she might break some of his undesirable behaviors. Eugene wouldn't have as many unhealthy breakfasts if she didn't keep bacon in the refrigerator. Sometimes he would eat the salad she offered him. He stopped searching the kitchen for snacks as long as he continued to eat salads. Gradually, his eating improved.

Eugene's condition worsened despite efforts to intervene. Eugene screamed out of nowhere one spring day as he was watching TV. Beverly burst in, seeing him clutching his chest. She requested the dispatch of an ambulance. It became out that the patient had suffered a mild myocardial infarction. Eugene had stopped feeling pain at that point and was having difficulty getting off his stretcher. He repeatedly removed the devices attached to his chest that evening in an attempt to turn around and go to sleep. The nurses would rush in as soon as the alarms made a loud noise. They taped the cables in place and threatened to use handcuffs if he continued to tamper with the sensors in an effort to deter him from doing so. Nothing worked out. He didn't consider the risks as soon as they were mentioned.

A nurse was instructed by his daughter to inform him that he was doing an excellent job of staying motionless. And to tell him the same thing every time she saw him. "Our goal was to bring him joy," his daughter Carol Rayes informed me. "We told our father that he was doing something important for science by keeping those things in place," The nurses began to take a great interest in him. He thought it was great. A few days later, he fulfilled all of their requests. After a week away, Eugene returned home.

Eugene fell over a ledge next to the fireplace in his living room in the autumn of 2008. His hip was broken when he fell. Squire and his staff at the hospital worried that he would have panic episodes since he wouldn't be able to identify his surroundings. They hung photographs of his children on the walls and left a statement explaining what had transpired next to his bed. Every day his children and wife arrived. Eugene was never anxious. He was in the hospital, but he didn't question why. Squire said that despite not knowing what would happen, he felt at ease. He had forgotten everything fifteen years ago. It seemed as if his mind accepted the fact that he would never be able to get such things. Beverly went to the hospital every day. She added, "I spoke with him for a long time." I told him I loved him, and we spoke about our kids and how wonderful our lives is. I displayed the photos and spoke about how adored he was by everyone. 42 of the 57 years that we were married were happy, normal years in our union. Sometimes it was hard because I really wanted my ex-husband back. However, it pleased me

to know that he was content. A few weeks later, he had a visit from his daughter. When she arrived, Eugene inquired. In a wheelchair, she rolled him outdoors into the lawn of the hospital. "Eugene reported that it's a pleasant day. Yes, the weather is pleasant. She shared stories of her children playing with a dog. She had a feeling he was going home shortly. The sun was going down. She started getting ready to take him inside. Beverly's phone rang at one in the morning that night. According to the doctor, Eugene had a severe heart attack, and despite the staff's best efforts, they were unable to revive him. Researchers would pay tribute to him after his death. His brain scans would be studied in several laboratories and medical colleges. According to Beverly, he would have been overjoyed to learn how much he contributed to science. Not long after our marriage, he confided in me that he wished to make a significant and meaningful contribution to the world. And he succeeded in doing so. He consistently forgets things. An influential American businessman called Claude C. Hopkins's old acquaintance came to him one day in the early 1900s with a fresh business concept.

The buddy has discovered an amazing product that he believes will become very well-known. It was a toothpaste with a mint flavor named "Pepsodent." There were several high-risk investors engaged; one had a track record of unsuccessful property investments, while another had mafia links. However, the buddy predicted great success for this endeavor. If Hopkins consents to assist in creating a national promotion campaign.

Hopkins was a huge success at the time in the advertising business, which had expanded rapidly in the previous two decades. Hopkins used the claim that Schlitz beer cleaned its bottles with steam to persuade Americans to purchase the beer; however, he neglected to note that other firms followed suit. He persuaded numerous ladies to purchase Palmolive soap by claiming that Cleopatra did, despite the historians' disapproval of the product. By claiming that Puffed Wheat was created by firing grains from firearms until they puffed up eight times their original size, he popularized the product. In addition, he popularized a number of obscure goods, including Goodyear tires, Van Camp's pork and beans, Bissell carpet sweepers, and Quaker Oats. After he amassed enormous wealth, he authored a best-selling book about his career in advertising and discussing the challenges of blowing all of his cash. Most notably, Claude Hopkins is credited with developing a series of guidelines that specify how to persuade individuals to begin doing an action on a regular basis. These guidelines transformed sectors and were widely accepted by CEOs, educators, public health specialists, lawmakers, and marketers. Hopkins's regulations continue to influence how governments combat illness and how people purchase cleaning supplies today. They are critical to the creation of every new timetable.

Hopkins didn't seem very interested in Pepsodent, however, when his old acquaintance inquired about it. It was well acknowledged that American dental health was declining. People started purchasing more processed and sugary meals as the nation's wealth increased. Many soldiers had dental problems when they were invited to enlist in the army during World War I. The safety of the nation, according to the experts, was at risk from poor dental hygiene. Hopkins was aware, meanwhile, that attempting to market toothpaste was not a wise business decision. Tooth powders and elixirs were being sold door-to-door by a number of persons, but they were not generating much money. Despite the fact that there were numerous dental issues in the nation, not many individuals were purchasing toothpaste since they were not cleaning their teeth.

Hopkins considered his friend's suggestion but ultimately rejected it. He said he would only use cereals and soaps. In his book, Hopkins admitted he was clueless on how to explain complex toothpaste concepts to the average person. The buddy persisted nonetheless. He persisted in asking Hopkins, who had a large ego, until the advertising guy at last gave in. As

long as he provided me a six-month window in which to purchase some shares, I agreed to run the campaign. This was written by Hopkins. Yes, the buddy replied.

It would be Hopkins's best financial decision to date. In only five years of collaboration, Hopkins helped establish Pepsodent as a household name and accelerated the American brushing habit. Soon, Pepsodent toothpaste was helping a number of celebrities show off their bright white teeth. Pepsodent was available for purchase in several nations by 1930. Surveys conducted ten years after the initial Pepsodent commercial appeared revealed that over half of Americans were cleaning their teeth at least once a day. Hopkins had established daily tooth brushing as the norm. Hopkins said that his success stemmed from his discovery of a cue and reward system that assisted him in breaking a habit. The world's largest corporations, video game developers, food producers, hospitals, and salespeople all still rely on this very effective method. While Eugene Pauly explained how habits function, Claude Hopkins demonstrated how to form and grow new habits. He arouses strong desires in others. And signals and incentives work because of that tremendous desire. The cycle of habits is propelled by that intense need. Claude Hopkins employed straightforward tactics to get consumers to use his goods on a regular basis throughout his career. He advertised Quaker Oats as a breakfast cereal that, if consumed every morning, could provide you with energy for the whole day. He offered medications that, if taken as soon as symptoms appeared, might cure "womanly problems" such as stomachaches, joint discomfort, and acne. People began drinking from little brown bottles when they were thirsty or had a stomach pain, which seemed to happen every day, and eating oatmeal in the morning. Hopkins required a purpose for people to use Pepsodent on a daily basis in order to get them to purchase it. With a pile of dentistry books, he took a seat. "After reading it, I got bored," he wrote. However, I came across a reference to mucin plaques on teeth in the midst of a book, which I subsequently dubbed 'the film.'" I had a thought after reading this. I made the decision to market this toothpaste as something that enhances your beauty. to get rid of the hazy coating.

Hopkins was oblivious to the fact that nobody appeared to care that people's teeth were constantly covered with dental films. Regardless of what you eat or how often you brush, a film called the film builds up on your teeth. There was no compelling reason to care about it, and nobody really did: Eating an apple, cleaning, swishing fluids around in your mouth, or putting your finger on your teeth are all ways to get rid of the film. The film was not removed by toothpaste. In fact, a well-known researcher said that Pepsodent and other toothpastes were ineffective. Still, Hopkins was quick to capitalize on his discovery. He believed he had discovered something that may become a habit. Ads for Pepsodent soon appeared everywhere in the cities. Just rub your tongue over your teeth," someone said. Your teeth will have a film on them that might cause deterioration and alter the color of your teeth. Another advertisement featured cheerful folks with attractive teeth. "A lot of individuals are brushing their teeth using a new method. The usage of dental film, which is something that everyone is familiar with and cannot ignore, made the appeals quite brilliant. Someone will touch their teeth with their tongue if they are instructed to do so. And they most likely experienced a movie when they did. Hopkins discovered a long-standing, straightforward signal that is so simple to trigger that individuals may act on it without even thinking about it when they view an advertising.

CONCLUSION

The complex ways people act, influenced by what we've learned from studying the brain and the unusual story of Eugene Pauly. The habit loop is a pattern that influences our behavior and actions without us even realizing it. It starts with a cue, then a routine, and ends with a reward. Understanding this loop helps us see how habits work and gives us the ability to control them. Eugene Pauly's case shows how the human brain can adapt and make new habits even when

memory is severely affected. Habits are helpful for making daily tasks easier and saving brain power, but they can also be hard to change because they happen automatically. Once you have a habit, it sticks with you, whether it's good or bad. This new understanding of the brain has a big impact and affects many parts of life. Understanding how habits are formed can help us make positive changes in our health, marketing, and society. The text shows that habits can be both strong and easy to break. It reminds us that we need to make an effort to change our routines.

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CHAPTER 3

CRAVING: HOW CUES, ROUTINES, AND REWARDS SHAPE HABITS AND CONSUMER BEHAVIOR

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ABSTRACT:

The intricate interplay of cues, routines, and rewards, unraveling the secrets behind the formation and transformation of habits in both individuals and consumer markets. Drawing on historical campaigns and contemporary experiments, it explores the power of psychological triggers in creating lasting behaviors. The case study of Febreze's struggle to become a household staple serves as a focal point, revealing the nuanced dynamics that turn a product from a mere solution into a coveted reward. By examining the neurological underpinnings of habits, the narrative provides insights into how cravings emerge and drive the habit loop, shedding light on the science behind consumer choices. This exploration of habit formation serves as a valuable resource for marketers, psychologists, and anyone intrigued by the subtle forces that shape our daily lives. The narrative introduces the pivotal role of cravings in habit loops, as elucidated by neuroscientist Wolfram Schultz's groundbreaking experiments with monkeys. The story navigates through the struggles of Drake Stimson's team at P&G, emphasizing the importance of aligning cues with routines and rewards to establish enduring habits. It scrutinizes the unexpected revelation that Febreze's initial failure stemmed from a lack of noticeable cues for the target consumers, illuminating the critical third rule in habit creation.

KEYWORDS:

Attitudes, Brand Loyalty, Buying Decision, Consumer Psychology, Cultural Influences, Habit Formation.

INTRODUCTION

There was a quiet week after the promotion began. By the third week, everyone was clamoring for more. Pepsodent toothpaste orders were coming in too quickly for the corporation to handle. After the product gained international traction in three years, Hopkins began producing advertisements in Chinese, German, and Spanish. Pepsodent rose to the top of the global sales charts in only 10 years. For more than thirty years, it was the most widely used toothpaste in America and brought in large sums of money. Just 7 out of 100 Americans had toothpaste at home prior to the introduction of Pepsodent. Hopkins's national advertising campaign was initiated ten years ago, and the proportion rose to 65. Because a large number of troops were cleaning their teeth every day by the conclusion of World War II, the military was less concerned about soldiers' dental health. I earned a million dollars off Pepsodent a few years after its release," Hopkins wrote for himself. He said that his ability to read people's minds was the key to his success. This was predicated on two easy guidelines. Find a distinct and obvious hint first. Next, describe the benefits in detail. Hopkins said that if you follow those steps properly, it would seem magical. Take a look at Pepsodent; it figured out a method to make people want to wash their teeth on a daily basis by emphasizing the advantages of having healthy teeth. Hopkins's guidelines are still used today as the foundation for millions of

advertising efforts and in several marketing publications. Many more habits have been formed using the same principles, sometimes without the habit's adopters realizing they are using Hopkins's methodology. Studies on individuals who have effectively begun new fitness regimens have shown that they are more likely to maintain their regimen if they have a clear reward, such as an evening drink or guilt-free television, and a precise trigger, such as jogging as soon as they come home from work. According to Hopkins, some individuals have turned advertising into a science. "Advertising was dangerous in the past, but with competent management, it's now a safe industry. It really is something to be pleased about. It seems that Hopkins's two criteria are insufficient, nevertheless. To form a habit, there is a third guideline that must be adhered to. Hopkins himself applied this rule without understanding it, such is its elusive nature. It explains why it's hard to resist a doughnut box and how to easily develop the habit of jogging in the morning [1], [2].

One of the nine cats eventually voiced what everyone was thinking when the scientists and marketing executives from Procter & Gamble were reading an interview with the lady who kept the nine cats in a tiny room. What happens if we lose our work, she enquired. "Do we receive a warning beforehand, or do security officers arrive and drag us out? Drake Stimson, the team's leader, gave her a glance. "I'm not sure," he said. His hair was disheveled. He seemed worn out. "I never imagined that things would go that bad. They suggested that taking the lead on this project would help me advance in my career. In 1996, the group was discovering that, in contrast to what Claude Hopkins had said, selling anything wasn't scientific. They were all employed by a large conglomerate that produced a variety of brands, including Duracell, Oil of Olay, Bounty, Cover Girl, Dawn, and Downy. To create their advertisements, P&G employed complex arithmetic and a lot of data collection. The business was very skilled at closing deals. Half of all laundry in America was cleaned using P&G's laundry products. It generates almost $35 billion annually. Still, Stimson's group was tasked with making an advertising for a brand-new P&G product, and they were on the verge of disaster. The business spent a lot of money developing a spray that could eliminate odors from almost any kind of cloth. The folks in the windowless little chamber were clueless on how to convince other people to purchase it. A P&G scientist created the spray three years ago while conducting laboratory experiments with hydroxypropyl beta cyclodextrin, or HPBCD. Smoking was a habit for the chemical worker. Often, his clothing had the odor of an ashtray. One day, after working with HPBCD all day, he came home to find his wife waiting for him at the door [3], [4].

He returned to the lab the next day and began experimenting with HPBCD using various scents. Soon, he was filled to the brim with little bottles whose contents smelled of cigars, sweaty socks, Chinese cuisine, old clothes, and soiled towels, among other things. The scents were absorbed into the molecules of the chemical when he combined HPBCD with water and sprayed it over the samples. The mist cleared and the fragrance vanished as well. When the scientist reported his findings to P&G's executives, they were ecstatic. Market research has shown for a long time that consumers prefer products that can entirely remove unpleasant odors rather than merely mask them. Many customers left their garments outside after leaving a bar or party, according to a study conducted by a group of researchers who spoke with consumers in their houses. One lady said that her clothing smelled like cigarettes when she got home. However, she would like not to pay to have them dry cleaned each time she leaves the house.

P&G launched a covert effort with the goal of turning HPBCD into a successful product. They invested a great deal of money to perfect the recipe. They created a transparent, odorless liquid that was able to eliminate almost all odors. NASA utilized the spray to clean the inside of space shuttles because it was so excellent. The greatest part was that it was cheap to create, left no trace, and could be used to remove odors from any old jacket, soiled vehicle interior, or filthy

sofa. The idea carried a significant risk, but P&G might profit handsomely if they could devise an effective marketing strategy. They decided to call it Febreze and invited Stimson, a thirty-one-year-old math and psychology whiz, to head the sales team. Stimson was a tall, handsome man who enjoyed fine dining. He had a strong jawline and a gentle voice. He worked on Wall Street for five years using statistical algorithms to choose equities before joining P&G. He was selected to assist in overseeing crucial goods including Downy dryer sheets and Bounce fabric softener after relocating to Cincinnati, the home of P&G. However, Febreze was not like other goods. It was a chance to add something entirely fresh to a customer's basket, something they had never purchased before. If Stimson could only find out how to get people to use Febreze on a daily basis, sales of the product would take off. How challenging might that be? In order to gauge its success, Stimson and his pals planned to start selling Febreze in a few locations. Boise, Salt Lake City, and Phoenix were chosen as the test markets. They distributed complimentary samples when they first arrived and then offered to see individuals at their homes. Within two months, they visited many homes. When they met a park ranger in Phoenix, they had their first significant success. She was single and in her late twenties. She needed to capture wildlife that emerged from the desert. She sometimes caught a mountain lion in addition to raccoons and coyotes. There are skunks as well. When they were detected, they often sprayed her [5], [6].

In her living room, the ranger said to Stimson and his colleagues, "I want to find someone to have children with because I don't have a partner." I often go out with friends. I believe I'm attractive, intelligent, and a terrific catch. She said that everything in her life smelled like a skunk, which was why her love life was miserable. Her hands, her drapes, her vehicle, her clothing, her shoes, and her house. even the room in which she resides. She has made several attempts to improve herself. She bought specialty shampoos and soaps. She used an expensive equipment to clean the carpet and lighted candles. Nothing was successful.

Returning to P&G headquarters, Stimson and his group started reviewing the marketing campaign they were about to launch. The park ranger's calm and relieved reaction after using Febreze was determined to be the most crucial selling point. They intended to demonstrate how Febreze may assist individuals in getting rid of offensive odors that cause embarrassment. Everyone was familiar with the updated versions of Claude Hopkins's guidelines found in business school textbooks. The advertisements are meant to be easily comprehensible. Make a clear signal and communicate the advantage in detail. They produced two television commercials. A lady discussing smoking at a restaurant was the first thing she mentioned. Her jacket starts to smell like smoke every time she eats there. A buddy advises using Febreze to eliminate the odor. The aroma of cigarettes is the indication. The reward is the elimination of odors from clothing. The second advertisement featured a lady worried about her dog, Sophie, since she was seen sitting on the sofa all the time. "She claims that while Sophie's scent will always be there, my furnishings won't have to smell like her thanks to Febreze. The cause is pet odors, which are prevalent in the 70 million homes that own animals. The winning home is one that doesn't have a dog odor. In 1996, Stimson and his associates began airing the advertisements in the cities where they were testing them. They paid retailers to place plenty of Febreze next to cash registers, distributed free samples, and placed advertisements in mailboxes.

DISCUSSION

For Stimson, this was a very bad situation. Other managers from different departments saw a chance to benefit from his mistakes. He heard people talking about trying to get rid of Febreze and move him to a less important job at Nicky Clarke hair products. It would be like a punishment for him. One of the top leaders at P&G called a last-minute meeting and said they

needed to stop losing money on Febreze before the company's board started asking about it. Stimson's boss stood up and made a strong request. "He said there's still a chance to make everything better. Let's ask the smart PhDs to figure out what's happening. P&G had hired scientists from Stanford, Carnegie Mellon, and other places who were experts in understanding how consumers think. "The president of the division agreed to give the product some more time [7], [8].

Thus, a few fresh investigators joined the Stimson team and started conducting further interviews. When they visited a woman's home in the Phoenix area, they began to see why Febreze was not functioning. They could smell her nine cats before they even stepped inside. The home was immaculate on the inside. She said how much she enjoyed keeping everything tidy and orderly. Every day, she used a vacuum to clean the floors, and she disliked opening her windows since the breeze brought in dust. The fragrance was so strong that one of the scientists felt ill when Stimson and the others entered her living room, where the cats were. The scientists gazed at one another. "Is it now odorous?" inquired a scientist. "No, she replied.

In several additional foul-smelling houses they visited, the researchers saw the same phenomenon. Most individuals have never smelled anything unpleasant in their life. You grow accustomed to the scent of your nine cats if you live with them. You may find it difficult to detect smoke if you smoke cigarettes. Odors are peculiar; constant exposure to a strong scent may weaken even the strongest ones. Stimson deduced that's why no one was using Febreze. The most vulnerable consumers were unable to view the notice that was meant to remind them to use the product on a daily basis. There weren't enough unpleasant odors for people to remember to do it on a regular basis. Thus, Febreze found himself in the closet in the rear. The odors in the living room that should have alerted the persons who were most inclined to use the air freshener were missed by those who were not.

Returning to their office, Stimson and his group assembled in a windowless chamber. They went over their interaction with the lady who had nine cats once again. The psychologist was curious about what occurs in the event of a job loss. Stimson covered his head with his fists. He wasn't sure who would purchase Febreze if he couldn't get a lady with nine cats to buy it. When there's no one to remind you to use it and the people who need it the most don't notice the benefits, how can you form new habits? Professor of neuroscience at the University of Cambridge, Wolfram Schultz, has an untidy lab. According to his coworkers, his desk resembles a petri dish where creatures may grow freely for an extended period of time or a black hole where papers vanish. Schultz doesn't use sprays or cleaners unless he has to clean something that doesn't happen very frequently. He wipes something quite vigorously using a damp paper towel. He doesn't know whether his clothing smell like cat poop or smoke. or worry. But in the past twenty years, Schultz's experiments have altered our understanding of the interplay between cues, incentives, and habits. He has discussed the reasons why certain triggers and incentives work better than others, provided a scientific explanation for the rise in popularity of Pepsodent, discussed how some individuals may rapidly modify their behaviors, and eventually discussed what it needed for Febreze to be successful [9], [10].

Schultz worked with a group of scientists in the 1980s who observed how monkeys learnt to use levers and unlock clasps. Their goal was to identify the brain regions responsible for novel behaviors. I noticed something unusual one day," Schultz said to me. He was born in Germany and now sounds a little bit like Arnold Schwarzenegger if the Terminator were a more refined person while speaking English. "We saw several primates. While some preferred grape juice, others preferred apple juice. I began to wonder why the monkeys' brains responded differently to various incentives. In an effort to understand how incentives impact our brains, Schultz began conducting experiments. He received gadgets similar to those used by MIT researchers

in the 1990s as technology advanced. Schultz was more interested in studying monkeys like Julio than he was in rats. Julio had a very tiny electrode in his brain and was a little monkey with hazel eyes. Schultz was able to see what was going on in Julio's brain as a result.

One day, Schultz seated Julio in a dimly lit room and switched on a computer screen. When various colored objects appeared on the screen, such as blue lines, red squiggles, and yellow spirals, Julio's responsibility was to press a lever. A tube from the ceiling would drop blackberry juice over the monkey's lips if Julio pushed the lever when a form appeared. Julio liked to sip on blackberry juice [11], [12].

Julio initially showed very little interest in what was going on the TV. He struggled to get out of the chair for a long while. However, Julio's attention turned entirely to the TV once he had his first glass of juice.

The monkey discovered that he would get a reward if he recognized certain shapes on the screen. He so started to concentrate extremely hard on the screen. He remained still. Pulling the lever, he noticed the yellow line. He sprang rapidly as soon as the blue line flashed. Julio licked his lips joyfully as the liquid appeared. As Schultz observed what was going on in Julio's brain, a consistent pattern began to emerge. Julio's brain became quite active whenever he received his reward, indicating that he was delighted. An account of what goes through a monkey's mind when it receives a reward. Schultz repeatedly tested Julio in the same way, noting the brain's response each time. A signal for a reward appeared on the computer linked to the monkey's head probe each time Julio received his juice. From a cerebral standpoint, Julio's activities eventually became automatic.

The things that changed during the experiment most intrigued Schultz. Julio's brain began anticipating the blackberry juice as the monkey continued to do the same action. Sounds from Schultz's instruments started to record, "I have a monkey's brain." When Julio spotted the red squiggles and yellow spirals, he was eager to get his prize. Next, Schultz adjusted the experiment. Julio used to get juice whenever he pressed the lever. On occasion, Julio followed all the procedures correctly, but the juice didn't flow. Or maybe it's becoming late. Alternatively, the sweetness would be reduced until it was just half as high.

When the juice arrived late or was thinned out, Julio would become upset and cry or go silent and melancholy. Schultz saw that Julio was beginning to exhibit a new pattern in his thinking: cravings. Julio's brain experienced a mixture of longing and disappointment when he asked for juice but didn't receive it. Julio seemed eager to get a juice when he noticed the indication. But when the juice didn't appear, Julio would become depressed or angry. He felt horrible not obtaining the juice since he really wanted it. The same tendencies have been seen by other scientists working in various laboratories. When they saw a shape on a screen, other monkeys were trained to anticipate juice. Scientists then made an effort to deflect their focus. The lab door was opened, allowing the monkeys to walk outside and enjoy themselves with their companions. To ensure that the monkeys would have food in case the experiment was discontinued, food was put in a corner.

The diversions were effective for the monkeys who weren't used to doing anything all the time. They got up from their chairs, left the room, and never came back. It wasn't the juice they desired. However, a monkey lost interest in anything else once it became used to something and realized it would be rewarded. The animal was provided food and the opportunity to go outdoors, but it just sat there, staring at the screen and continually pressing the lever. Like a gambler who continues playing even after losing all of their money, the monkeys were so anxious and delighted that they couldn't stop staring at their screens.

Habits are powerful for this reason

Your brain becomes receptive to them. These appetites can take time to manifest, so we are often unaware that we have them. Therefore, we are unaware of their impact on us. Our brains begin to want those rewards when we associate certain signals with them, sometimes without our awareness. This leads to the formation of habits. A Cornell scientist discovered that people's behavior and food and smell desires are significantly influenced by the placement of Cinnabon outlets in malls. While many food vendors set up shop in food courts, Cinnabon choose to locate their outlets elsewhere, away from other food vendors. WhyExecutives at Cinnabon want the aroma of cinnamon rolls to permeate the whole space so that customers would begin craving rolls without even recognizing it. When someone sees the Cinnabon shop, their desire will be so strong that they will purchase it without giving it any thought. Because there is a great desire for something, the habit loop keeps repeating.

According to Schultz, when we view a package of doughnuts, there is nothing in our brains that triggers an innate need for sweets. "Our brain will begin to anticipate feeling stimulated by the sugar as soon as it learns that a doughnut box contains delightful sugar and carbohydrates. Our minds will want us to visit the box. Not eating the doughnut will make us unhappy. We create new habits in this way: we combine an action, a trigger, and a reward, and then we build a strong desire to maintain the cycle. Take smoking, for instance. When a smoker sees anything that evokes memories of cigarettes, such as a carton of Marlboros, their brain begins to anticipate receiving nicotine. The brain may want nicotine only by looking at cigarettes. When cigarettes are unavailable, the smoker's need becomes greater and they may smoke without realizing it.

Alternatively, you may use email. Your brain prepares to take a break and check the email when a computer beeps or a phone rattles to alert you to a new message. Executives who are impatient may find themselves checking their phones throughout the meeting, even if it's merely to see their fantasy football results, as the tension builds up. Researchers examining the brains of excessive drinkers, smokers, or eaters saw changes in the structure and chemistry of these brain regions as the urges intensified. Strong habits have the ability to cause us to seek something compulsively, such as an addiction, according to two University of Michigan researchers. Our brains still crave it even when there are negative implications, like losing our house or work.

But these urges don't have complete influence over us. There are strategies to assist us in resisting the things that entice us, as the material that follows makes clear. But in order to break the habit, we must identify the desire that is driving the activity. We may wind up heading to Cinnabon without giving it much thought if we are unaware that we are anticipating anything. Examine how individuals begin to exercise consistently to understand how desires lead to habits. Researchers at New Mexico State University set out to investigate the reasons behind people's habitual exercise in 2002. Among the 266 individuals they examined, the majority worked out three or more times a week. They discovered that many individuals began exercising spontaneously, maybe as a result of more leisure or stress. However, they persisted because they really desired a certain prize. In one study, 92% of participants said that they worked out often because it made them feel good. They enjoyed the chemicals that working out caused their bodies to emit. In another group, 67% of respondents said that working out gave them a sense of accomplishment. Seeing their progress tracked had helped them get used to the sensation of accomplishment, which was all they needed to form an exercise habit.

Choosing a motivator for your morning run as well as a post-run reward is crucial if you want to start jogging regularly. Numerous studies have shown that a new habit cannot be sustained

with merely a trigger and a reward. When your brain begins to anticipate the reward of feeling good or successful, it will naturally want to put on your running shoes every morning. The signal makes you crave the reward in addition to initiating a habit. After Wolfram Schultz, the neuroscientist, described how cravings begin, I questioned him about an issue I was experiencing. "My toddler is two years old, and sometimes while I'm feeding him supper at home chicken nuggets and the like I'll sneak a bite for myself. It's a routine activity for you. I'm becoming fatter now.

"It's a common practice," Schultz said. He has three adult children. He used to pick at their food at supper, inadvertently, when they were younger. "We share certain similarities with monkeys," he remarked. Even when we are not hungry, our minds automatically begin to want chicken or fries when we see them. Our minds are really drawn to them. I don't really enjoy this kind of cuisine, to be honest, but I can't help but feel like eating it right now. I'm ecstatic when I eat it because it fulfills my hunger. I know it's awkward, but habits are like that. I should be appreciative since it has assisted me in forming positive habits. I work hard so that I may be proud of myself when I make a new discovery. I exercise because I believe it will make me feel good afterward. I want to be capable of making wiser decisions.

Following the disastrous interview with the cat lady, Drake Stimson's P&G team started looking around for assistance. They began studying about trials such as those carried out by Wolfram Schultz. They asked a professor from Harvard Business School to conduct experiments to gauge public opinion of Febreze's advertisements. In order to figure out how to get consumers to use Febreze more often, they spoke with a lot of customers. They went to speak with a lady who lived in a community close to Scottsdale one day. With four kids, she was in her thirties. Her home was tidy but not too planned. She enjoyed Febreze a lot, which astonished the researchers.

For many years, P&G has filmed several recordings of individuals cleaning their homes. A couple of the scientists watched the recordings together one evening when they got back to Cincinnati. A scientist summoned the whole Fe-breze team to the conference room the next day. He rolled over the footage of the 26-year-old mother of three making a bed. She adjusted a pillow and smoothed the bed linens. She then grinned and turned to leave the room.

He included one more video. A young lady with dark hair adjusted a pillow, spread out a vibrant blanket, and grinned at her work. "There it is once more," the scientist said. A lady in athletic attire was seen in the following video wiping the counter and cleaning her kitchen. She stretched and eased up after that. Glancing at his buddies, the researcher posed a question to them. After cleaning, he added, everyone is doing something enjoyable or soothing. "We can apply that notion. What if, rather of beginning with cleaning, we utilized Febreze as a pleasant way to finish?

Stimson's group conducted one additional experiment. Previously, the product's marketing focused only on eliminating foul smells. The business created new labels with images of windows open and air blowing fresh. Febreze's formulation included extra aroma, so in addition to eliminating odors, it had a distinct scent of its own. Women were recorded making beds and misting clothing with water for commercials. "Removes unpleasant odors from fabrics" was the initial slogan.

The original text read, "Cleans life's smells." Every modification was intended to address a particular real-world scenario, like cleaning a room. Arranging the pillows, blankets, and sheets in a nice and orderly manner is the act of making a bed. using a vacuum to clean a carpet. Febreze was seen as the winner in each instance the pleasant smell that follows cleaning. Every advertisement aims to induce a pleasant scent after washing. It's ironic that a product designed

to eliminate odors ended up making things smell much worse. Rather of eliminating odors from soiled clothing, it evolved into an air freshener intended to be used as a finishing touch after everything was cleaned.

Researchers discovered that some women in the test market started to really crave the Febreze fragrance in their homes after the company published new advertisements and bottles. One lady said that she sprayed a little amount of diluted perfume on her washing when her perfume bottle ran out. She advised them to assume something isn't clean if it doesn't smell pleasant when finished. According to Stimson, we were given incorrect instructions by the park ranger on the skunk issue. She persuaded us that by finding a solution, Febreze would succeed. Still, who likes to admit that their house smells? We had the incorrect perspective on it. No one wants to smell nothing. After completing their cleaning, a lot of folks wish to smell wonderful for thirty minutes.

CONCLUSION

In conclusion, our habits are formed by a repeating pattern of cues, actions, and rewards, driven by our desires. Connecting the study of the brain with marketing, this book looks at how our hidden thoughts affect what we buy. It gives useful advice for marketers who want to make people keep buying their products. The story starts with Schultz explaining how our brain creates desires and habits that are hard to control with logic. Studying different habits like smoking and checking emails helps us understand how the brain is involved in forming habits. Furthermore, it explains how cravings play a big part in making strong habits, and why some triggers are impossible to resist. The story ends with P&G changing how they advertise Febreze. They found out that people feel good when they use Febreze after cleaning, so they started to focus on that in their ads. The article looks at how a product meant to get rid of bad smells has become a popular way to add a nice smell to something. It shows how people's ideas about the product have changed.

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CHAPTER 4

CRAVING CODE: UNVEILING THE SCIENCE BEHIND SUCCESSFUL HABITS IN CONSUMER BEHAVIOR AND SPORTS

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ABSTRACT:

The intricate world of habit formation, exploring the underlying neurological processes that drive consumer behavior and athletic performance. Through compelling narratives, it reveals the pivotal role of cues, routines, and rewards in shaping habits, drawing from real-world examples ranging from the marketing success of Febreze to the transformative coaching strategies of Tony Dungy in the NFL. The narrative traces the evolution of advertising techniques, highlighting how the creation of cravings played a decisive role in the success of products like Pepsodent toothpaste and Febreze. By dissecting the habit loop—cue, routine, reward the text illuminates the science behind the development of lasting habits. The revelation of Claude Hopkins' pioneering efforts in creating cravings predates modern neuroscience findings, emphasizing the timeless nature of habit formation. Shifting to the sports arena, the text introduces the Golden Rule of habit change, emphasizing the role of cues and rewards in reshaping routines. Tony Dungy's coaching philosophy becomes a focal point, demonstrating how habit transformation propelled the Tampa Bay Buccaneers from perennial underachievers to NFL champions.

KEYWORDS:

Athlete Endorsements, Brand Loyalty, Consumer Engagement, Fan Behavior, Merchandise Purchasing, Sponsorship Influence.

INTRODUCTION

Febreze was introduced again in the summer of 1998. In just two months, the sales amount became twice as much. In one year, people bought the product for over $230 million. Since then, Febreze has made many other products like air fresheners, candles, laundry detergents, and kitchen sprays. In total, these products now make over $1 billion in sales every year. Later on, P&G started telling customers that Febreze not only makes things smell nice, but it also gets rid of bad smells. Stimson got a raise and his team got extra money. The formula had been effective. They had discovered easy and clear hints. They had clearly explained the prize. But it was only when people started wanting everything to smell as good as it looked that Febreze became popular. This desire is important for making new habits, but Claude Hopkins, who made Pepsodent ads, didn't realize it [1], [2].

Hopkins began making seminars and speeches in his latter years. Attendance at his presentations on the "Laws of Advertising" was high. He often made outrageous forecasts about the future and likened himself to George Washington and Thomas Edison. However, he made no mention of desires or the brain's part in habit formation. Ultimately, it would take another seventy years for Wolfram Schultz and the scientists at MIT to conduct their experiments. So how, without understanding the scientific rationale, did Hopkins develop a strong dental brushing habit? It turns out that he unintentionally used the identical ideas that MIT and Schultz's laboratory researchers eventually uncovered.

Hopkins did not discuss in his book the issues he faced with Pepsodent. It turns out that Hopkins did not come up with the concepts, despite his claims to have discovered a brilliant invention in tooth film and to be the first to provide people with the advantage of lovely teeth. Absolutely not at all. Consider the advertisements for other toothpaste brands that appeared in periodicals and print media prior to Hopkins's awareness of Pepsodent. This contains substances that will help keep your teeth free of tartar. Pepsodent wasn't the first toothpaste Sheffield had. "Please tidy up the unclean area.

Hopkins was reading his dentistry books when he commented, "I saw an advertisement that said your white teeth are covered by a film." "By removing film from your teeth, Sanita Toothpaste may quickly restore their whiteness. A third advertising claimed that the beauty of your teeth determines how charming a smile is. "Smooth, beautiful teeth are often seen in pretty females. Long before Hopkins began, several other advertisers had previously used similar terms to describe Pepsodent. They claimed in all of their advertisements to be able to remove dental film and give you beautiful, white teeth. They were all unemployed. However, a lot more people began purchasing Pepsodent once Hopkins began promoting it. What was unique about Pepsodent? The same factors that led to Julio the monkey touching the lever and housewives dousing mattresses with Febreze also contributed to Hopkins' success. Pepsodent piqued people's interest [3], [4].

In his memoirs, Hopkins made no mention of the chemicals in Pepsodent. However, Pepsodent's composition differed from other toothpastes of the day due to the presence of ingredients such as citric acid and mint oil, as shown by the toothpaste's patent and corporate documents. These ingredients were added to Pepsodent toothpaste to improve its flavor, but they also produced an unanticipated side effect. They are substances that give your gums and tongue a tingling, chilly sensation.

Once Pepsodent gained widespread popularity, experts from other firms attempted to figure out why. They found that when consumers neglected to take Pepsodent, they noticed because their mouths lacked the refreshing, tingling sensation. They want a little amount of inconvenience. Their lips didn't feel fresh if it wasn't there. Claude Hopkins was not marketing charming grins. He was marketing an emotion. There was a time when people enjoyed tingling and cooling sensations. They began routinely cleaning their teeth since they took it to signify they were clean. When other businesses realized what Hopkins was truly offering, they began to imitate him. Most toothpastes over the last few decades had chemicals and oils that caused gums to tingle. Not very long later, Pepsodent sales started to decline. Even now, the majority of toothpastes include additional chemicals that cause your mouth to tingle after brushing. According to Tracy Sinclair, a former employee of Oral-B and Crest Kids Toothpaste, consumers want proof that a product is working. People will like toothpaste that tastes like varied flavors, such as blueberries or green tea, as long as it leaves their mouth feeling fresh and cold. The toothpaste doesn't perform any better because of the tingling sensation. It just gives the impression that the task is being completed [5], [6].

This easy method may be used by anybody to create their own habits. Would you want to exercise more? Choose your reward (a smoothie, for example) and when you will work out (a smoothie shortly after you get up). Then visualize sipping that smoothie or experiencing contentment and relaxation. Permit yourself to anticipate winning the reward. Ultimately, the desire to work out will make it simpler to visit the gym each day.

Do you want to alter your eating habits? Researchers examined the behaviors of individuals who had significant weight loss. It was shown that 78% of them have breakfast each day. But a lot of individuals who lost weight also had a goal in mind for when they would succeed in

sticking to their diet, like feeling good about themselves when they weighed themselves every day or fitting into a bikini they loved. They really desired these prizes and carefully selected them. When they were tempted, they gave seeking the prize a lot of attention, and it turned into a little obsession. Researchers discovered that participants were less likely to quit their diets when they desired the reward. The practice continued because of the desire. Understanding how cravings function may be a huge game changer for organizations. Many of the ordinary tasks that we should do each day should never become into habits. We must use salt sparingly and increase our water intake. We need to consume fewer greasy meals and more veggies. We need to apply sunblock and consume vitamins. Your risk of developing skin cancer is significantly reduced if you apply sunscreen to your face each morning. But whereas virtually everyone washes their teeth every day, relatively few Americans use sunscreen. Less than 10% of Americans regularly use sunscreen. Why due to the fact that most individuals don't feel the need to use sunscreen every day. In an effort to make sunscreens more noticeable, several manufacturers are attempting to add tingling or other sensory elements to their products. Just like the need for a tingle mouth prompts us to wash our teeth, they believe it will serve as a reminder to anticipate something. Similar techniques have previously been used to several other items. According to Sinclair, the brand manager, foaming is a major reward. Although bubbles are not necessary for shampoo, we add them since that's what people want to see when they wash their hair. Likewise with laundry soap. And toothpaste: to improve toothpaste foam, sodium laureth sulfate is currently used by all manufacturers. Although there is no cleaning benefit, having plenty of bubbles in your mouth makes you feel happy. The consumer begins to become used to it when they begin to crave the foam. It is our desires that drive us to repeat actions. It is simpler to create a new habit when one knows how to arouse someone's desire. It holds true now just as it did over a century ago. Many individuals brush their teeth every night in order to experience a tingling feeling, and many put on their running shoes in the morning in order to experience the happy surge of endorphins.

The most crucial guideline for habit modification. There are eight minutes and nineteen seconds remaining, according to the clock at the end of the field. The Tampa Bay Bucs' new coach, Tony Dungy, begins to feel a bit optimistic. The National Football League's weakest team is this one.

November 17, 1996, a Sunday, is the conclusion of the day. The Chargers and Buccaneers are engaged in a game in San Diego. Last year, the Chargers participated in the Super Bowl. The Bucs are behind the game by one point and are not winning. They haven't been winning the match the whole time. This season, they have been losing every game. For the last 10 years, they had been losing. It has been sixteen years since the Buccaneers last won a game on the West Coast. When the Bucs last had a winning season, a large number of its players were still in elementary school. This year, they have won two and lost eight games so far. The awful Detroit Lions defeated the Bucs 21–6 in one game. Then they defeated them once again, 27 to 0, three weeks later. The Bucs are referred to as "America's Orange Doormat" by one newspaper writer. According to ESPN, Dungy, who took over as coach in January, may not have his position after this year. Watching his players warm up for the next play makes Dungy pleased from the sidelines. With the clearing of the clouds, it feels like a bright day. When he's joyful, his teeth are hidden. He never expresses emotion while playing a game. However, something that he has been striving on for a long time is occurring on the field. Tony Dungy observes something that no one else does as he stands in front of a fifty thousand screaming spectators. He observes signs that his strategy is starting to bear fruit. Tony Dungy has been yearning for this position for a very long time.

DISCUSSION

One reason for the problem was the way Dungy coached. During his job interviews, he would calmly talk about how he thinks the key to winning is by changing players' habits. He wanted players to make fewer decisions during a game, he said. He wanted them to react without thinking, out of habit. Champions don't do special things," Dungy would say. "They do normal things, but they do them automatically, too quickly for the other team to respond. They do the things they've been taught. The owners asked how they would make new habits. But Dungy said he wasn't going to make new habits. Athletes worked hard to develop the habits that helped them get into the NFL. No athlete will give up their usual ways just because a new coach tells them to. So instead of making new habits, Dungy was going to change the habits of the players from before. The key to changing old habits was using what the players already knew. Habits have three parts - the cue, the routine, and the reward. Dungy only wanted to change the middle part, the routine. He knew that people were more likely to agree to try a new behavior if it started and finished with something they were already comfortable with [7], [8].

His coaching approach was based on a principle—a very potent guideline for habit modification that several studies have shown to be highly successful for bringing about change. Dungy realized that breaking harmful behaviors is not an easy feat. By maintaining the same trigger and reward but changing up the action in between, you may modify a habit rather than attempting to break it entirely. Here's how it functions: You may alter the pattern and create a new habit by using the same signal and rewarding behavior in the same way. If the trigger and the reward remain the same, almost any behavior may be altered. Numerous negative habits, including obesity, drunkenness, and obsessive-compulsive disorders, have been alleviated by the Golden Rule. Anyone who understands it may modify their behaviors.

Dungy discussed his habit-based concept with club owners four times. After saying "thank you" and listening for four times, they decided to give the work to someone else. Following that, in 1996, the disgruntled Buccaneers requested assistance. Flying to Tampa Bay, Dungy presented his winning strategy. The day after the last interview, he received an offer of employment. The Bucs become one of the league's most successful teams because to Dungy's methods. He was the first coach in NFL history to make it to the playoffs 10 times in a row and the first Black coach to win a Super Bowl. In the world of professional sports, he is well-liked. His teaching style would catch on across the league and in other sports. His approach would demonstrate how to alter anyone's habits [9], [10].

However, it would take place later. Dungy wanted to win, that was all he wanted in San Diego today. Dungy notices that there are 8 minutes and 19 seconds remaining as he glances at the side-view clock. Like they normally do, the Bucs have been losing the whole game and have squandered several opportunities to score. The game will be all but over if their defense does not make a move soon. Relative to their own twenty-yard line, San Diego holds the ball. Stan Humphries, the quarterback for the Chargers, is preparing to lead a drive to win the game. When the play clock begins to run, Humphries is prepared to receive the ball. Dungy, however, is not giving Humphries a look. Rather, he is seeing his own players enter a formation that they have spent months honing. Football has always been a game of trick plays and fakes. The coaches who have the largest playbooks and intricate strategies often prevail. But Dungy took the opposite action. He dislikes things that are difficult to comprehend or that are complex. Everyone on Dungy's team knows exactly which play they will employ when they are ready.

Dungy decided on this approach since he doesn't think deception is necessary. All he wants is for his side to be faster than the opposition. Every little amount of time matters in football. He only taught the players a few formations, but they rehearsed them a much until they could

execute them instinctively. When his strategy is successful, his players can move very quickly and are unstoppable. Only when everything is working as it should. The method isn't effective if his players question themselves or overthink things. Dungy's guys haven't been doing well so far.

Something is different this time around as the Bucs prepare on the twenty-yard line. The Buccaneers' defensive end, Regan Upshaw, is prepared to play at the line of scrimmage. He is positioned in a triangle. Rather than attempting to process a lot of information at once, Upshaw is simply focusing on the key topics that Dungy told him to concentrate on. He starts by examining the opposing player's foot. After that, he scans the player's shoulders and the distance between him and the next player. Upshaw has become so good at it that he can respond without even considering it. He only ever acts in the same manner. The quarterback for San Diego advances to the player's line of scrimmage, looks to his left and right, signals, and receives the ball. Searching for a teammate who is willing to receive the ball, he takes five steps back and stands tall. Three seconds have passed since the play started. He's the center of attention both on TV and at the stadium.

A lot of people are unaware of the Buccaneers' situation. As soon as Humphries caught the ball, Upshaw began going. He crossed the line of scrimmage in the opening second of the game by running rapidly to the right, outpacing the offensive player in speed. Upshaw hurried down the field for four more steps in the next second. Upshaw went three steps closer to the quarterback in less than a second, surprising the offensive guard [11], [12].

The quarterback for San Diego, Humphries, is caught off guard as the game approaches its fourth minute. He stops and gives Upshaw a sidelong glance. That's when Humphries makes his mistake. He starts to reflect. Humphries spots new tight end player Brian Roche, a teammate, twenty yards off on the field. There is a closer receiver in San Diego who is pleading for the ball with his arms waving. The least risky choice is the little toss. Rather, Humphries makes a snap decision, lifts his arm, and tosses Roche the ball.

Dungy desired that prompt choice. John Lynch, a Buccaneer, begins to sprint as soon as the ball is tossed. Lynch's duty was simple: at the beginning of each play, he had to sprint to a designated area on the field and wait for his cue. In this case, there's a lot of pressure to act fast and make choices. However, Lynch has learned from Dungy so many times that it comes naturally to him now. This means that Lynch is 10 yards away from Roche when the quarterback tosses the ball and is prepared to grab it. Lynch predicts where the ball will go as it travels in the air by observing the quarterback's movements and the placements of the teammates. He then begins running in that direction. The San Diego receiver Roche advances, but Lynch sidesteps him and snatches the throw. Before Roche can react, Lynch dashes into the Chargers' end zone. He can go through with the support of the other Buccaneers who are at the correct spot. Lynch was shoved out of bounds after traveling ten, fifteen, twenty, and almost twenty-five yards. The play took place in less than 10 seconds in all.

After two minutes, the Bucs scored a touchdown and are currently leading the game for the first time. After five minutes, they make a field goal. Dungy's defense prevents San Diego from mounting a comeback throughout the game. A major surprise of the season was the Buccaneers' 25–17 victory in the game. Lynch and Dungy walk off the field together after the conclusion of the game. Lynch remarks, "It feels like something changed outside," as they enter the tunnel. We need to go outside of athletics to see how a coach's emphasis on habit modification might completely change a squad. A major and effective attempt to alter people's behaviors began in 1934 in a filthy basement on New York City's Lower East Side. Bill Wilson, a 39-year-old guy with an excessive drinking problem, lived in the basement. When Wilson was trained to operate

a machine gun at a military camp in New Bedford, Massachusetts, he had his first drink. He was about to go for World War I in France. Prominent families in the vicinity of the installation would often extend dinner invitations to military officials. Wilson attended a party one Sunday and was given beer and rarebit. At the age of 22, he had never tasted alcohol. The glass of liquid that was handed to him appeared to be the appropriate thing to do. A few weeks later, Wilson received an invitation to another elegant gathering. Women were expressing interest in the males since they were dressed elegantly in suits. Wilson was served a Bronx cocktail, which consisted of gin, vermouth, and orange juice, by a servant. After having a drink, he reported feeling euphoric, as if he had discovered something extraordinary. Following his return from Europe in the mid-1930s, Wilson's marriage was collapsing and he had suffered significant financial losses from selling stocks. Each day, he drank three bottles of alcohol. Sitting in the dark one November afternoon, he received a call from an old buddy. It was a frigid day. Wilson poured him a drink prepared with gin and pineapple juice and invited him over. He offered his companion a glass of liquid.

It was given back by his pal. He claimed to have abstained from alcohol for two months. Wilson looked genuinely astonished. He started talking about his problems with drinking, including the time he lost his job after getting into a brawl at a country club. He said he had attempted to stop but was unable. He had been taking some medicines and had attended a detox program. He joined organizations and made a vow to his wife not to drink. Nothing was successful. Wilson wanted to know how his buddy had managed to do it. I came to believe," the buddy stated. He spoke about evil things such as sin, temptation, and the devil. Recognize your loss, come to terms with it, and prepare to hand over control of your life to God. Wilson believed the guy was insane. "I thought he was a wild drunk last summer. He commented later, "I think he's a little bit obsessed with religion now." Wilson drank until the last and fell asleep when his companion departed. December 1934, one month later, Wilson visited the Charles B. hotel Towns Hospital is a posh detox facility for drug and alcohol addicts located in Manhattan. A belladonna medication was started to be administered by a doctor to a patient via a venous tube once an hour. During the period, this medication was widely used to treat alcoholism. On a bed in a small room, Wilson slept off and back. Wilson then began to twist and turn in agony during an incident that has been discussed at several get-togethers in cafeterias, union halls, and church basements. After a few days, he began to see things that were not really there. The discomfort from discontinuing a prescription or treatment made the individual feel as if there were bugs crawling on their skin. He was so sick that he could hardly move, yet he couldn't even sit still due to the intense discomfort. "Please show yourself, God, if you are real. Within his empty chamber, Wilson yelled. "I'm ready to assist with whatever is required. Saying "Anything," he felt as if he was on top of a mountain with a spiritual breeze flowing through his chamber, and he saw a white light. I became aware that I was no longer a prisoner at that point. The deep, overwhelming joy gradually began to fade. I was sleeping in bed when all of a sudden I felt as if I was in a new cognizant universe. Bill Wilson vows never to touch booze again. He dedicated his 36 years of life to founding, expanding, and popularizing Alcoholics Anonymous until his death in 1971. It grew to be the largest and most effective organization assisting individuals in breaking negative behaviors.

An estimated 21 million individuals seek assistance from Alcoholics Anonymous (AA) annually, and the organization may have assisted up to 10 million alcoholics in quitting. AA isn't effective for every person. People's achievement is kept a secret, so it's difficult to gauge how successful it is. However, many claim that AA has saved their lives. The well-known twelve steps, which form the foundation of AA, are now widely used in treatment programs for a wide range of issues, including addiction to video games, emotional dependence, overeating, gambling, debt, sex, narcotics, hoarding, self-harm, smoking, and many other

negative habits. The group's approaches are excellent for bringing about significant improvements. Alcoholism is more than a simple vice. There is a deep-seated desire in our bodies, thoughts, and maybe even DNA for something. The intriguing thing about AA is that it doesn't specifically address many of the psychological or physical problems that experts claim are often the primary causes of alcoholism. According to many psychiatrists, AA's techniques seem to ignore medical and scientific research as well as the kinds of assistance that alcoholics really need. AA provides a method for addressing the habits and behaviors associated with alcohol use. AA is like to a large machine that assists individuals in altering their behaviors. Strong behaviors are associated with alcoholism, yet AA demonstrates that almost any habit, even the most difficult ones, can be broken. Prior to beginning AA, Bill Wilson did not read scholarly publications or consult with many physicians. A few years after quitting drinking, one night as he was lying in bed, he scribbled down the now-famous twelve steps. Because there were twelve apostles, Jesus chose the number twelve. In addition to not being scientific, there are certain portions of the software that look weird.

For instance, addicts Anonymous (AA) recommends that addicts attend "ninety meetings in ninety days"; nevertheless, it seems that this time frame was arbitrarily selected. The third step of the program, which states that alcoholics may recover by surrendering their life to God in their understanding of him, places a strong emphasis on spirituality. It's odd that the show often brings up God or spirituality considering that its creator was formerly opposed to organized religion. AA meetings don't have a predetermined agenda or structure. Rather, they often begin with a storyteller, after which others are welcome to participate. There are few guidelines for running meetings and no professionals to guide discussions. Many new findings have expanded our understanding of addiction and mental health during the last fifty years. However, AA's techniques haven't altered in any way. Teachers and scholars have criticized the program for its lack of strictness. Some believed that AA was more of a cult than a means of seeking assistance because of its emphasis on spirituality. The previous fifteen years have seen a shift in people's perspectives. According to scientists, the methods used by the program may teach us valuable lessons. Scholars from renowned colleges such as Harvard, Yale, the University of Chicago, and the University of New Mexico have found that Alcoholics Anonymous uses a scientific methodology similar to that of football legend Tony Dungy. Their findings provide credence to the notion that altering a routine without sacrificing signals or incentives might facilitate habit modification. This is the reason why AA is effective in treating alcoholics.

Scientists explain that AA's effectiveness stems from its ability to help individuals identify the triggers and reasons for their drinking, which in turn helps them develop healthier coping mechanisms. Claude Hopkins discovered how to make people demand Pepsodent by creating a new habit while he was selling the product. You have to cope with your strong desire to cease doing something you constantly do. In order to satiate the need and form a new habit, you must use the same cues and rewards as before. J said that while it may not seem like it at first, making a list of everything that makes one want to consume alcohol is a necessary step towards completing those stages. For more than a decade, University of New Mexico scientist Scott Tonigan has been researching AA. "When you take a closer look at yourself, you're figuring out all the reasons why you drink." Admitting all of your transgressions might assist you in recognizing the moments when things became out of hand. AA then exhorts alcoholics to research the advantages of alcohol use. Alcohol is desired by those who consume large amounts of it because it allows them to forget about their troubles, unwind, feel connected to others, and express their feelings. To assist them forget about their troubles, they may prefer a beverage. However, people don't always want a drunken feeling. For those who are hooked, the physical effects of alcohol use are often not the most gratifying aspect of drinking. German neuroscientist Ulf Mueller said that drinking alcohol may improve one's mood. However, some

individuals use alcohol as a way to block off memories or sate other cravings. Different areas of the brain are involved in these sentiments of relief than in the enjoyment of alcohol.

To assist alcoholics feel good about themselves without having to drink as they would in a bar, Alcoholics Anonymous developed a program consisting of meetings and sponsor support. The program seeks to provide a similar level of enjoyment and solace as an evening spent drinking heavily. If someone is feeling down, they may find that talking to their sponsor or attending a group meeting helps, rather than hanging out with a buddy who consumes alcohol only because of your altered behavior. Five alcoholics who had attempted to quit drinking had tiny electric devices inserted into their brains by a German physician and his colleagues in 2007. This demonstrated how their incentives and behaviors may be altered. The research participants who drank excessively had made at least six months of unsuccessful attempts to quit. One of them had undergone almost sixty detoxifications.

CONCLUSION

The way form habits and why we do certain things is explained by the brain. As we looked at how people shop and how well they play sports, we noticed something important - the strong effect of wanting certain things on how people do things regularly. From Pepsodent's early successful ads to today's companies adding pleasant sensations to their products, the story shows how habits have a strong influence on consumers. Studying how Tony Dungy coaches in the NFL shows that habits can change people from doing poorly to being successful. Once you have good habits, they can make a big difference.

The Golden Rule of habit change says you should keep the things that remind you to do the habit and the things you get as a result, but change the actual habit. This rule works for everyone, not just athletes, who want to improve themselves. The book goes beyond just theory and gives real advice on how to use your cravings to create good habits in different parts of life, like exercise and eating.

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CHAPTER 5

BELIEF AS THE CATALYST: UNVEILING THE ROLE OF SPIRITUALITY IN HABIT TRANSFORMATION

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ABSTRACT:

The profound impact of belief systems and spirituality in the process of habit change. Drawing on diverse examples ranging from addiction recovery to sports coaching, the study delves into the intricate interplay between habit loops and the transformative power of belief. Through case studies involving implanted devices in the brain and habit reversal therapy, the research reveals that while altering neurological patterns is essential, sustained habit transformation often hinges on the cultivation of belief. The study also examines the intriguing link between belief, stress resilience, and the permanence of behavioral change. Ultimately, this research sheds light on the pivotal role belief plays in the journey from habitual behaviors to lasting, positive transformations.

KEYWORDS:

Personal Growth, Reflection, Self-Discipline, Spiritual Practices, Transformational Habits, Values Alignment.

INTRODUCTION

The MIT researchers discovered the habit loop in the basal ganglia, the area of the men's brains where the devices were implanted. These devices generated an electric charge that prevented the brain from rewarding itself when it craved something habitually. Following their recovery from the procedures, the guys were exposed to situations and images of beer that used to trigger their desire to drink. They usually had no problem accepting a drink. But their brains' gadgets took over and turned off their desires. They abstained from booze. Mueller remarked, "One person informed me that as soon as we turned on the electricity, the craving vanished. "We instantly felt the urge returning once we stopped. It took more than just putting an end to their brain's alcohol desires to help people quit drinking. Soon after the operation, four of them were ill once again, generally as a result of a stressful event. In an attempt to calm themselves, they reached for a bottle. But once they discovered other coping mechanisms, they gave off drinking altogether. One individual attended AA sessions. A few went to seek assistance for their problems. And they saw really positive outcomes when they began using those new techniques to manage stress and anxiety in their day-to-day lives. The guy repeatedly went through detox, but he never picked up a drink. Two additional individuals started drinking at the age of twelve. When they were eighteen, they drank daily and developed an alcohol problem. They have now four years of sobriety [1], [2].

Take note of how well this research adheres to the Golden Rule of habit modification. It wasn't enough, even when drinkers' brains were surgically altered. The old emotions and the need for rewards were still there, waiting to burst out. The heavy drinkers only made a permanent shift when they discovered new routines that were comforting and comparable to their previous ones. Mueller said that in some cases, alcoholism is so deeply ingrained in a person's brain that stopping it requires surgery. However, such individuals also need new coping mechanisms.

A less invasive method of incorporating new habits into routines is provided by AA. Scientists are using Alcoholics Anonymous' (AA) techniques to treat various issues such as tiny repeated behaviors, sex addiction, and tantrums in young children as they gain greater understanding of how AA helps individuals. Thanks to advancements in methodology, AA's techniques may now effectively halt almost any issue [3], [4].

Mandy, a 24-year-old student, visited Mississippi State University's counseling facility in 2006. Mandy nibbled and bit her nails till they bled for a long time. A lot of individuals bite their fingernails. It becomes more problematic for those who habitually bite their fingernails. Mandy used to often bite her nails till the flesh underneath them fell off. On her fingers were little scabs. Her fingers felt tingling or itchy, an indication of nerve injury, since they were dull and lacked nails to protect them. Her biting habit had damaged her friendships. She would always keep her hands in her pockets and felt quite uncomfortable with her pals. She used to tighten her fists on dates and ignore the conversation. She made promises to herself that she would stop right now, or attempted using foul-tasting nail paint to help her stop. She would, however, always find herself putting her fingers in her mouth when she began completing her schoolwork or watching TV. Mandy was instructed by the counseling center to visit a student who was enrolled in a program called "habit reversal training." The pupil was well-versed in habit modification techniques. He was aware that Mandy needed to form a new habit in order to quit chewing her nails [5], [6].

DISCUSSION

Mandy said that her fingers are a touch tight. "My nail's side is a bit painful. I sometimes run my thumb down the nail bed to check for hangnails, and if I discover one, I lift it to my lips. I'll use my fingers to delicately bite each jagged edge. It feels like I have to complete them all when I start. Awareness training is the process of assisting patients in discussing the reasons behind their repetitive behaviors. This is the first step in breaking a habit, similar to how Alcoholics Anonymous forces its members to acknowledge their triggers. Because she was anxious, Mandy chewed her fingernails. Brad Dufrene, who assisted Mandy, noted that many individuals have their behaviors for a long time and don't fully consider the reasons behind them. "I've asked those who stammer why they stammer when I've encountered them. They haven't noticed in a long time, thus they are unaware.

The therapist next questioned Mandy about her nail-biting habit. At first, she had trouble coming up with explanations. It became clearer as they spoke that she bit when she was bored. She began to chew on items when the therapist had her do routine tasks like watching TV and completing her schoolwork. She said that she had a fleeting sense of completion after pounding every nail. She had a sensation of vitality that she desired more and more as a reward for following her program. Following Mandy's first treatment appointment, her therapist instructed her to carry an index card with her and note it each time she experienced finger tenseness. She came back a week later with twenty-eight checks. She was aware of the events leading up to her habit by then. She was aware of how often it occurred when watching TV or in class. Mandy learned a strategy from the therapist known as a "competing response." She should immediately tuck her hands into her pockets or beneath her knees, grasp a pencil, or do anything possible to prevent herself from biting her nails when she feels like doing so. Mandy needed to find a fast fix for her body's aching sensation, like massaging her arm or tapping her knuckles on a desk. Anything that would elicit a bodily reaction in he [7], [8].

For around thirty minutes, they rehearsed in the therapist's office. Mandy was then given a new assignment, which was to continue using the index card but to mark it with a check mark whenever she felt tense in her fingers and a hash mark when she was able to break the habit.

After a week, Mandy had only used the other technique seven times and bitten her nails three times. She got a manicure for herself, but she kept using the note cards. I quit chewing my nails after a month. The rituals in competition had become second nature. One way of acting had replaced another. Nathan Azrin contributed to the creation of habit reversal training. "It may seem really easy, but once you understand how your habit works and what triggers it, you're already halfway to changing it," he said. "Looks like it ought to be more difficult.

It is possible to rewire or retrain the brain. These days, habit reversal treatment is used to treat a variety of behavioral issues, including difficulty speaking or moving, depression, smoking, gambling, anxiety, bedwetting, procrastination, overthinking, and other behavioral issues. Moreover, the techniques highlight one of the key aspects of habits: Until we look for it, we often have no idea why we act the way that we do. Unbeknownst to her, Mandy chewed her fingernails in an attempt to feel anything on her flesh. However, after realizing why she was doing it, she developed a new habit that provided her with the same satisfaction. If you'd want to give up munchies while working. Are you eating because you're bored or because you're hungry? If you take a break from your snacking by finding something else to do, such as going for a quick walk or surfing the internet for a little while, you may prevent yourself from gaining weight [9], [10].

Consider your reasons for smoking if you wish to stop. Is it because you like the taste of nicotine, because you get greater energy from it, because it's something you do with friends, or for some other reason? According to study, if you smoke to feel more energized, you can stop by taking a little amount of coffee in the afternoon. Finding new hobbies that provide a comparable reward to smoking and identifying what motivates them to quit are two strategies that have been shown to increase the likelihood of smokers quitting. These strategies have been tested on over 36 individuals who had previously smoked. This may include taking a pause to stretch and decompress, exercising, or using Nicorette gum. You have the power to alter your course of action if you recognize the cues and the positive outcomes. In general, sure But with some behaviors, you also have to believe in them. After taking over as head coach in 1996, Dungy gave his Buccaneers a speech that began, "Here are six reasons why people think we can't win." Before the season started, months had passed, and everyone was in the locker room. Dungy started discussing the concepts they had heard on the radio or read in the newspapers: The team's management was inadequate. Their new coach was still inexperienced and unproven. The gamers misbehaved and received excessive rewards. The city showed no concern. Key players suffered injuries. They lacked the necessary abilities. These are the reasons individuals believe to be true, according to Dungy. The fact is that we will put in more labor than anybody else. Dungy said that his strategy was to alter the team's behaviors until they seemed instinctive. He believed the Buccaneers could get by without a large playbook. He didn't believe it was necessary for them to retain a wide variety of jobs. All they had to do was master a few key movements and do them flawlessly each and every time [11], [12].

In football, it is hard to be flawless. One of Dungy's assistant coaches in Tampa Bay, Herm Edwards, stated, "In football, there's a mistake on every play." It's not usually about the physique. All of it is mental. When players second-guess or overthink their choices, they make blunders. Dungy desired for their game to have no decision-making at all.

In football, these objects are referred to as "keys," and they are crucial to each play. Dungy devised a novel way to employ these keys to facilitate behavioral changes. He was aware that Brooks sometimes waited too long to begin a play. He had a lot on his mind, and sometimes his overthinking prevented him from moving as quickly. He was contemplating the running back and the guard. Dungy wished to put an end to Brooks's over analysis. Similar to Alcoholics Anonymous, he provided Brooks with recognizable targets to concentrate on while

introducing new routines that gradually came naturally to him. Brooks was ordered to utilize the same keys by Dungy. "Just focus on the running back at first. Do it without giving it any thought.Once you are at the proper location, look for the quarterback. This was a minor adjustment; Brooks's eyes followed the same paths, but Dungy had him look at each location one at a time and instructed him beforehand on what to do at each one rather than forcing him to look at many locations at once. The fact that this technique eliminated the necessity for decision-making made it fantastic. Because he didn't have to consider it, Brooks was able to respond more quickly.

All of the players practiced the formations repeatedly after Dungy gave them instructions. Dungy needed almost a full year to solidify his behaviors. The team's early games were not difficult games, but they were still lost. Sportswriters questioned the Bucs' decision to devote so much effort to use questionable psychological techniques. But gradually, things began to improve. Eventually, the players were so used to the routines that they could perform them on the field without even thinking about it. The Bucs qualified for the playoffs for the first time in fifteen years after winning their first five games under Dungy's coaching. They rose to the top of their category and took home a sizable prize in 1999.

The nation began to take note of Dungy's coaching style. The sports media praised his religious beliefs, his calm and compassionate demeanor, and his ability to balance work and family obligations. The article in the newspaper described how he brought his boys, Jamie and Eric, to the stadium to see the practice. They worked in his office and used the locker room to get towels. It seemed as if the guy had finally found success. The Bucs made it to the playoffs in 2000 and again in 2001. The stadium was crowded with spectators every week. The squad may win the Super Bowl, according to sportscasters. It was beginning to come together. But as the Bucs became more powerful and prosperous, a concerning problem surfaced. Usually, they engaged in deliberate, controlled gaming. However, things would always go wrong when they were crucial and under pressure. Even though the Bucs finished the 1999 season with six wins, they were defeated by the St. the group referred to as the St.

Adhering to the principles Dungy had instilled in them, the Bucs used his players and ideas to win the Super Bowl the following year. He watched on TV as the coach who replaced him won the Lombardi trophy. But he would have been far away by then. In a church, there are around sixty people seated. They are hipsters in thin jeans, attorneys, soccer mothers, elderly men with tattoos, and people from all various backgrounds. A guy with light blue eyes and a tie that matches is speaking to them. He has a pleasant demeanor and seems to be a successful politician, increasing the likelihood that he will be reelected.

John says, "Hello, I'm John, and I have a drinking problem. Hello, John, each person responds. John states, "My son broke his arm, so that's when I first asked for assistance." He's positioned behind a counter. The lady I was seeing at work expressed her desire to end our relationship. I had two vodkas when I got to the pub. I returned to work after that. My buddy and I went to Chili's for lunch, and we each drank a few beers. A buddy and I went to a cafe that was having a two-for-one happy hour bargain later at about two o'clock. Now it was my time to collect the children. My wife was unaware of my covert contact at the time. I took them up from their school. I ran a stop sign at the end of the block on my way home. Abruptly, I ran into the sign while walking on the sidewalk. My son Sam broke his arm when he was flung into the windshield because he was not wearing his seat belt. The windshield was shattered, his nose was bleeding, and he struck the dashboard. I was so scared. I recognized at that point that I needed assistance. After leaving the clinic, everything were OK for a while. Everything was great for over a year and a month. I felt in control of my behavior and was consistently attending meetings. However, I soon came to the conclusion that I didn't need the company of heavy

drinkers. I thus stopped attending. While I was at work, my mom informed me she had cancer, nearly two years after I had quit drinking. "He told me we can treat it, but it's pretty serious," she stated as she was driving home from the doctor's office. I went to a pub after I hung up and drank for two years till my wife left and I had to pick up my kids once again. That was a pretty unpleasant sensation for me. I learned how to consume cocaine from my pal. In my workplace, I used to snort it every afternoon. After five minutes, I would feel the drug in my throat and continue to snort. Either way, I had to pick up the kids. As I drove to their school, I had a strong sense of control and confidence. However, as I entered an intersection at a red light, a large vehicle struck my car. The automobile rolled onto its side. I was not hurt in any way. I believed I could go home and get out of there before the cops arrived, so I got out of the vehicle and attempted to push it. Everything would then be OK. Naturally, that didn't work out, and when I was caught for driving under the influence, they showed me how severely damaged the passenger side of the vehicle was. Sammy would normally sit there. Reworded: That was where Sammy normally sat. Had he been present, he would have perished.

My sponsor encouraged me to resume attending meetings and stated it was OK if I didn't feel in control. Nothing was going to work if I didn't have faith in a power bigger than myself and acknowledge that I'm not in charge. That seemed absurd to me since I don't believe in God. I was aware that I may damage my kids if things didn't improve. I thus started to have faith in something bigger than myself. Additionally, it's working. I'm astounded at the power that has kept me sober from alcohol for seven years; I'm not sure whether it's God or something else. Not every morning do I wake up totally clear-headed? I haven't taken a drink in seven years, yet some mornings I still get the feeling that I may on that particular day. I speak to my sponsor and ask a higher power for assistance. Usually, we don't discuss drinking. By the time I'm ready for a shower, we've spoken about life, marriage, and my work, and I feel better. It was about a decade ago that skeptics began to question the efficacy of Alcoholics Anonymous in helping individuals with simple behavioral changes. Narratives of alcoholics such as John gave rise to this skepticism. Scientists found that although breaking old behaviors and forming new ones benefited many individuals, alcoholics often relapsed when life became too stressful, such as when they had to cope with a sick family member or a failing marriage. Researchers sought to understand why habit substitution is effective yet ineffective at critical periods. They learned that new habits only last if they are accompanied by something else by listening to the experiences of alcoholics. During interviews, a group of researchers from the Alcohol Research Group in California noticed a pattern. Recurringly, alcoholics said that although identifying triggers and adopting new routines are helpful, they seldom really stick without further support. The drinkers claimed that God held the key.

That explanation did not sit well with the researchers. There is more to spirituality and God than meets the eye. Despite their religious beliefs, many individuals attend churches where alcohol is consumed. People who are hooked to something often bring up spirituality in their conversations. Scientists from the National Institutes of Health, UC Berkeley, and Brown University began interviewing alcoholics about their spiritual and religious views in 2005. They next looked over the data to see whether there was any correlation between a person's religious beliefs and how long they had been sober. A pattern showed up. Individuals who made an effort to quit drinking often remained sober. Even though they attempted to establish new habits, a few of them resorted to drinking after experiencing a stressful incident. But, like John in Brooklyn, alcoholics who believed in a higher force were more likely to remain sober in trying circumstances. The scientists came to the conclusion that God was unimportant. The shift was brought about by the belief. People began to feel they could make changes in other areas of their life after they had learnt to believe in something. The ability to believe in something let a modified habit persist. The speed at which our knowledge is evolving would

have prevented me from saying as much a year ago. But according to Tonigan, a University of New Mexico scholar, believing seems to be crucial. It's not necessary for you to believe in God, but you should have faith that things will get better. Helping individuals develop healthier behaviors won't address the underlying cause of their drinking. They will ultimately have a difficult day, and nothing will improve with a fresh timetable. It might help to think that you can manage stress without drinking. Alcoholics attend meetings whereby, as part of the Twelve Steps, they are urged to believe in something. AA teaches people to have faith in both the program and in oneself. Until things improve, it is helpful for individuals to hold onto the hope that they will. "If it worked for them, it could work for me too," is a common thought among AA members, according to senior scientist Lee Ann Kaskutas of the Alcohol Research Group. "Shared experiences and groups have a lot of power. Being in a group might enable some individuals who might not think they can change on their own to see that it is feasible. others are persuaded to believe anything by a group of others.

I questioned John about why the program worked this time after it had failed for him before after he had left the support group. "After the truck accident, when I started attending meetings, someone asked for people to help put away the chairs," he told me. "I raised a hand. It took about five minutes, so it wasn't a big issue, but it felt good to do something for someone other than myself. That, I think, caused me to choose a different course. At first, I was reluctant to join the group, but once I got back, I was ready to start having faith in anything. The owner of the Indianapolis Colts left an impassioned fifteen-minute message on Dungy's answering machine one week after the Bucs dismissed him. Despite having one of the top quarterbacks in the NFL in Peyton Manning, the Colts had a dismal season. The proprietor need help. He said that he was sick of never winning. After moving to Indianapolis, Dungy took over as head coach.

He swiftly started using the same strategy to alter the Colts' customs and instruct the players on how to utilize outdated signals to form new routines. The Colts went to the playoffs and won ten games in their first year. They won 12 games and lost 4 the next season. The Super Bowl was only one game away for them. Dungy rose to prominence. Newspapers and national television programs. Visitors traveled great distances to attend the chapel that Dungy frequented. His boys were constantly on the sidelines and in the Colts locker room. Jamie's eldest kid graduated from high school and attended a Florida college in 2005. The issues persisted even as Dungy's performance improved. During the season, the Colts were strong at playing disciplined football and winning, but they often performed worse in the postseason. According to Dungy, having confidence in oneself is the most crucial factor for success in the professional football league. The crew tried to believe, but when things became difficult, they reverted to their previous routines and habits. With fourteen victories and two defeats at the completion of the 2005 regular season, the Colts had their greatest record ever.

CONCLUSION

Believing in something and being spiritual can change the way we do things that we've always done. This study looks at how changing the way our brain works and believing in ourselves can help we change our behavior. It looks at addiction recovery, sports coaching, and habit reversal therapy to understand this relationship. The research shows that while brain-based treatments are important, having faith helps people be more resilient during tough times and make positive changes. Understanding how beliefs affect habits can help us use more comprehensive methods to help people change their habits and improve themselves. This study wants to learn more about how beliefs can change our behavior for a long time. It can help scientists and people who want to change their habits.

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CHAPTER 6

BELIEF AND TRANSFORMATION: A COACH'S PERSONAL TRAGEDY INSPIRES TEAM RESILIENCE

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ABSTRACT:

A Coach's Personal Tragedy Inspires Team Resilience" delves into the profound impact of personal tragedy on habit transformation and group dynamics within a football team. Focused on the experience of Tony Dungy, a renowned coach, and his team, the narrative explores the aftermath of the tragic loss of Dungy's son. The study reveals how adversity, grief, and belief became catalysts for transformative habits and a newfound team cohesion. By examining the intersection of personal and collective beliefs, the research uncovers the pivotal role spirituality plays in fostering resilience and shaping shared convictions. This abstract encapsulates the powerful narrative of how belief, triggered by personal and communal experiences, serves as a catalyst for transformative habits and resilience within the context of sports teams. it becomes evident that belief, when grounded in shared experiences and values, can serve as a transformative force. The resilience cultivated within the team not only propels them through personal and collective adversities but also manifests in their on-field performance. This study contributes valuable insights into the intricate dynamics of belief and transformation, illustrating how a coach's personal tragedy can inspire profound resilience and enduring habits within a sports team.

KEYWORDS:

Adversity, Emotional Intelligence, Leadership, Personal Growth, Resilience, Team Dynamics.

INTRODUCTION

Late at night, Tony Dungy's phone rang. Believing it was one of his teammates, his wife answered and handed him the phone. The person on the phone was a nurse. Jamie, Dungy's kid, suffered damage to his throat earlier that evening and was sent to the hospital. His girlfriend discovered him, belt around his neck, hanging in his flat. He was swiftly transported to the hospital by paramedics, but they were unable to revive him. He was gone. A priest visited the family for Christmas. The priest added, "Life will be different from now on, but you won't always feel the way you do now." Dungy resumed his role as a football coach a few days after the funeral. His wife and team advised him to return to work since he wanted to be occupied. "Their love and support made me feel very happy," he stated in a subsequent letter. "As a group, we constantly helped one another out, particularly in trying times. Now, more than ever, I absolutely needed their assistance. The season was ended when the squad lost its first play-off match. Nevertheless, one of Dungy's teammates said that "something changed" after seeing him during this trying period. We all wanted to assist Coach in some manner, so we helped him get through a difficult moment. Saying that the passing of a young guy may have an impact on football games is both too trivial and nonsensical. Dungy always asserts that his family is his first priority. However, his teammates said that when the Colts prepared for the next season, they sensed a shift after Jamie's passing. This was a first for the club as they adopted Dungy's philosophy of football play. They started to feel faith. One player who wished to remain

anonymous remarked, "I used to worry a lot about my contract and how much money I was making in previous seasons." "After the burial, I wanted to do all in my power to help Coach feel better and be less in pain. Some guys like giving each other hugs," a player told me. "I do not." It's been 10 years since I gave my boys a hug. However, as soon as Coach came back, I hurried to him and embraced him tightly for as long as I could. I wanted him to know that he could count on my support. The team's style of play altered with the death of Dungy's son. The players began to have faith in Dungy's scheme. The Colts played exceptionally precise and concentrated football in their preseason games and workouts before to the 2006 campaign. In reality, most football teams are not teams. A third individual from that era informed me, "They are just men who work together." "We joined together as a group. It was a really pleasant feeling. Although the coach had a significant role, it wasn't all about him. We seemed to have more confidence in one another and collaborate in a manner that had not been apparent before his return. After a difficult period, the Colts began to have faith in both their coach and their own abilities. However, there are instances when individuals have faith without encountering difficulties. Harvard researchers examined individuals who had undergone significant life transitions in a 1994 study. Researchers discovered that some people's routines altered as a result of negative life events, such as divorce or a catastrophic illness. When they saw a buddy go through a terrible experience, some individuals changed, much as Dungy's teammates did when they see him suffer [1], [2].

However, there are instances in which tragedies do not precede changes in individuals. Rather, they changed as a result of belonging to social organizations that facilitated transformation. When a lady joined in a psychology class and made wonderful acquaintances, her life drastically transformed. "It resulted in numerous issues," the lady informed the researchers. "I could no longer bear for things to remain the same. Deep down, I felt different. Another individual said that making new acquaintances had improved his social skills. Change is more likely to occur when individuals join organizations that feel they can make a difference. The majority of individuals do not experience life-altering events or major catastrophes that derail their attempts at improvement. Some individuals, sometimes in small groups, give the impression that change is feasible. Researchers were informed by a lady that her life improved after dedicating a day to cleaning toilets. She also spent weeks discussing whether or not to divorce her spouse with the other housekeepers. One of the study's psychologists, Todd Heatherton, said, "Other people change." "When we see it in other people's eyes, it feels real [3], [4].

The workings of beliefs are not well understood. We don't know why Dungy's squad became closer after the death of their coach, or why a psychology class may alter a woman's perspective. Many individuals discuss marital issues with their friends yet choose to stay with their relationships. Many sports teams see their coach deal with difficulties, yet they never gel as a unit.

We do know, however, that individuals need to believe that change is possible for behaviors to change permanently. Similar to AA, individuals may learn to believe in themselves when they band together to support one another in changing. As an individual or as a community, believing in anything is made simpler. A decade after Jamie's death, the 2006 NFL season got underway. With 12 wins, 4 losses, and a winning record after nine games, the Colts were an incredible football team. They defeated the Baltimore Ravens to claim the divisional championship after winning their first playoff game. They were competing for the conference title at the time, which Dungy had lost eight times before, and were on the verge of going to the Super Bowl. On January 21, 2007, the Colts played the New England Patriots, who had prevented them from winning the Super Bowl the previous two seasons.

The Colts performed well in the first half of the game, but by the end of the half, they were playing badly. The players were either too enthusiastic to celebrate winning the Super Bowl or too afraid of making a mistake to focus on where they should have been. They began to overthink things and stopped acting on instinct. The ball was lost by the team due to careless tackling. The other team received a throw from Peyton Manning, and they were able to score a touchdown. 21 to 3. The Patriots are winning. No NFL team in history has ever recovered from such a significant deficit in a conference final. Again, Dungy's team was going to fall short. When the squad entered the locker room at halftime, Dungy motioned for everyone to approach. Inside the stadium, the noise level was low [5], [6].

DISCUSSION

In 2003, we were playing against the same squad and in a similar position," Dungy told them. They were one yard from victory in the game. Three feet is the equivalent of one yard in terms of measurement. "Prepare your blade; we're going to prevail this time. It's the game we created. Now it's our turn. The Colts performed just like they had in every previous game throughout the second half. They continued to observe their cues and habits. They gave excellent performances of the plays they had spent five years practicing. Their squad gained seventy-six yards in fourteen plays, moving the ball forward and scoring a touchdown in their first drive. They added another point three minutes later. Both sides scored points as the game was coming to a finish. Despite scoring to tie the game, the Colts were unable to take the lead. The Patriots scored a goal with 3 minutes and 49 seconds remaining, behind Dungy's squad by three points, 34 to 31. After receiving the ball, the Colts began to move it down the field. They went from 70 yards to the end zone in 19 seconds. With a score of 38 to 34, the Colts were winning for the first time. The clock was showing one minute remaining. The Colts will prevail if Dungy's squad can stop the Patriots from scoring a score. Sixty seconds seems like a long time in football. The Patriots' quarterback, Tom Brady, scored touchdowns with velocity. Yes, Brady pushed his team to the center of the field as soon as the game began. The Patriots had seventeen seconds remaining and were poised for a game-winning play that would send Dungy reeling and end his team's hopes of winning the Super Bowl [7], [8].

The Colts defense took position as the Patriots prepared to start the play. Football player for the Colts, Marlin Jackson, was ten yards out from the line. He looked examined the rushing back's posture and the positioning of the Patriot lineman. They each said that they would toss the ball. The Patriots' Tom Brady grabbed the ball and took a step back to toss it. Jackson was off and running immediately. Raise his arm, Brady, and hurl the ball. He intended to pass the ball to a Patriot receiver in the middle of the field who was 22 yards away and unopposed. A talented player might come near to the finish line or score a touchdown after catching the ball. The football took off into the sky. Jackson, the Colts player, was sprinting like he typically does, which is tilted. At the same moment that the ball was thrown, he darted ahead of the guy who was catching it. Before the ball touched the ground, Jackson seized it and sprinted a short distance before slipping and clinging to the ball. Less than five seconds passed throughout the whole performance. The match was over. The Colts and Dungy prevailed.

They won the Super Bowl two weeks later. The Colts' victory that year was the result of several factors. Maybe they were lucky. Maybe this was the perfect moment for them. The players for Dungy claim their success stems from their self-belief. Even under trying circumstances, they were able to retain and apply what they had learned because to their belief. Holding the Lombardi Trophy, Peyton Manning addressed the audience, "We are happy to win this championship for our coach, Coach Dungy." Dungy gave his wife a glance. He said, "We did it. Regretfully, no one set of instructions will be effective for everyone. We have to replace a habit that we can't break with a new one. The Golden Rule of habit transformation is the finest

guideline for changing our habits: We may add a new behavior as long as the trigger and reward remain the same. However, that is insufficient. People must believe that change is possible for a habit to stay altered. Furthermore, most individuals only come to hold that idea when others do as well. To quit smoking, develop a new hobby that will satiate your cravings for smokes. Locate a community or a group of ex-smokers who can support you in avoiding nicotine. When you think you may start smoking again, use this group [9], [10].

If you're trying to lose weight, consider why you constantly grab a snack at work, then go for a walk or have a conversation with a friend at their desk rather than in the cafeteria, join an organization that supports weight loss among members, or locate a friend who shares your desire to consume healthy snacks. It's obvious that you need to establish a new routine if you want to break a habit. Making the adjustment with a group of individuals increases your chances of success significantly. Sharing an experience with others, even if it's only with one person, is the foundation of believing in anything.

We are aware that circumstances might change. Overindulgent alcohol users have the option to give up. Smokers are able to give up. Even those who consistently lose may finally succeed. You may give up on fretting about little things, picking your nails, eating at work, scolding your children, and staying up late. Researchers have discovered that healthy behaviors have the power to improve the lives of many people. As the phrases that follow will clarify, it also comprises organizations, companies, and communities.

Habits Are Most Important

A group of prominent Wall Street investors and stock experts convened in the ballroom of a posh Manhattan hotel on a breezy October day in 1987. They had come to see the newly appointed CEO of the Aluminum Company of America, or Alcoa for short. For almost a century, this firm has been producing metal for soda cans and foil for chocolate.

One hundred years ago, the founder of Alcoa discovered how to produce aluminum. The business has grown to be among the largest in the world since that time. Many of the attendees had invested heavily in Alcoa stock and had profited handsomely from it. Some investors began to voice their complaints last year. The management of Alcoa committed several errors in their attempt to diversify into other products at the same time as rivals were stealing its clients and revenue. When the board of Alcoa declared that new leadership was needed, many were relieved. But when they learned that Paul O'Neill, a former government employee, would be the next CEO, their relief swiftly gave way to concern. On Wall Street, his identity was unknown to many. All of the major investors wanted to attend the conference that Alcoa had scheduled in the Manhattan ballroom [11], [12].

O'Neill entered the stage just before midnight. He was fifty-one years old, well groomed, and sporting a powerful-looking crimson tie and a gray suit with tiny stripes. His hair was white, and he assumed the posture of a soldier. He gave me a warm look as he leaped up the steps. He exuded confidence and strength. Similar to a boss. "I want to talk about keeping workers safe," he stated. Numerous Alcoa employees have injuries so severe that they are unable to work for a day each year. Despite working with very hot metals and hazardous machinery, our personnel are safer than most American workers. However, it falls short. Ensuring Alcoa is the safest corporation in America is my goal. I want to make sure that nobody is harmed.

The onlookers were not understanding. The incoming CEO would often say the same things at these meetings. He would begin with a self-introduction, crack a phony joke about how hard he didn't work at Harvard Business School, and then make a pledge to cut expenses and increase income. Then there would be vehement criticism of company regulations, taxes, and perhaps

attorneys themselves, with a fervor that betrayed a personal involvement in divorce court. There would be a lot of buzzwords at the conclusion of the speech, such as "rightsizing," "co-opetition," and "synergy." After that, everyone could return to their offices with the assurance that capitalism would continue to function.

O'Neill made no mention of generating money. He avoided discussing taxes. The use of alignment to gain market share was not brought up. Because O'Neill discussed worker safety, it seemed as if he may be in favor of rules. That thought was very unsettling. O'Neill continued, "I want to show you where the emergency exits are in this room before we go on. "To the rear of the room," his gestured. In the rear are a few doorways. Simply exit the building quietly, down the stairs to the lobby, and depart in case of an emergency or fire. All was quiet, but for the sound of vehicles outside. Was it a joke that there were no safety precautions or fire exits? A one audience member was aware that O'Neill had spent the 1960s in Washington, D.C. He reasoned that the guy must have used narcotics often. At last, a hand went up, asking about the items stored in the aircraft section. A question about the company's money ratios was raised.

O'Neill said, "I'm not sure if you understood me." You may easily find out Alcoa's performance by calling our workplace safety numbers. It won't be due of cheering or what other CEOs say if we reduce the amount of injuries we have. Employees here have made the decision to become part of something significant. They're determined to perform a fantastic job. Safety will demonstrate that, as a whole, the institution is improving at adopting new practices. This is the proper way to assess us. When the presentation concluded, the investors almost hurried out of the room. He informed me that he believes the firm would suffer since the board of the company chose an unusual candidate to be the company's CEO. Before anybody else in the room calls their customers and tells them to do the same, I advised them to sell their shares immediately." In my whole career, it was the worst advice I have ever given. The year after O'Neill's speech, Alcoa achieved its highest revenue to date. The corporation was producing five times as much money annually when O'Neill retired in 2000, and its market value had increased by $27 billion. A million dollars invested at the time O'Neill began working at Alcoa would have yielded a million more in dividends throughout his tenure. Their stock would have increased in value fivefold by the time he departed.

Furthermore, as it expanded throughout that period, Alcoa became into one of the world's safest corporations. Almost every Alcoa plant had an accident every week prior to O'Neill's arrival. Some locations have years without a workplace injury after implementing the safety strategy. The organization had a 20 percent reduction in worker injuries compared to the national average. "Average" refers to a quantity or quality that is average or typical. How did O'Neill transform a large, established, and potentially dangerous business into a successful and secure one? by modifying one behavior and seeing the effects on the whole company. Alcoa needed to change, and I knew it," O'Neill told me. Telling someone to change won't make them do so. That isn't how the brain works. I decided to start by focusing on just one subject. The whole firm will be impacted if I can make even one adjustment.

O'Neill believed that in a corporation, certain behaviors had the power to influence other habits. In order to make companies and lives better, certain behaviors are more crucial than others. These are significant behaviors that have an impact on daily activities such as working, eating, sleeping, living, spending money, and communicating. Over time, foundational behaviors may alter everything. The Olympic champion Michael Phelps and the academic success of some college students may be attributed to their adoption of keystone behaviors. They explain why after a lengthy period of time, some individuals suddenly look forty years younger, perform better at work, and yet have time to sit down to supper with their children. Alcoa's adoption of keystone behaviors made it a top Dow Jones stock and a very safe place to work. O'Neill wasn't

sure he wanted the CEO position when Alcoa originally asked him to take it on. He was already well-off, and he and his wife liked living in Connecticut. Pittsburgh, the location of Alcoa's main office, was unknown to them. O'Neill wanted to consider the offer for a while before turning it down. He started enumerating the most crucial factors he wanted to take into account before accepting the position.

O'Neill has always enjoyed compiling lists. He kept his life in order by making lists. O'Neill worked thirty hours a week and completed his degree at Fresno State in little over three years. "Make a Difference" was at the top of his list of things he wanted to do in life. A buddy urged him to apply for a government internship when he graduated in 1960. O'Neill and 300,000 other persons took the government job test. Three thousand individuals were chosen for interviews. Jobs were provided to three hundred persons. O'Neill was by himself. He started out in the Veterans Administration as a middle manager and was given the task of researching computer systems. O'Neill kept making notes on his lists throughout time, noting which contractors finished their job on schedule and which ones didn't, as well as why some projects were more successful than others. Every year, his work improved. As he advanced through the VA's ranks, he gained notoriety for consistently solving the issues on his lists.

Many individuals in Washington, D.C. required these talents in the middle of the 1960s. Robert McNamara just brought in a group of young, bright math and computer programmers, and they completely altered the Pentagon. President Johnson wanted to employ a cadre of very intelligent young people. O'Neill received an invitation to join the very significant Office of Management and Budget in Washington, D.C. After only 10 years, he was promoted to deputy director and rose to prominence in the community at the age of thirty-eight.

O'Neill started studying about how organizations functioned at that point. He was requested to devise a strategy for researching the ways in which the government was spending money on medical care. He quickly saw that the government was acting in an odd and habitual manner, making judgments instead of using reason and priority. Government employees and elected officials were following orders without question in order to advance in their careers or win reelection. This was a widespread practice involving large sums of money. For instance, Congress established a plan to construct hospitals in local communities after World War II. It was still going strong 25 years later, so when lawmakers approved funding for healthcare, government employees immediately began planning how they were going to spend it. Although it didn't really matter, the communities where the new hospitals were constructed didn't actually require extra patient beds. Constructing a sizable structure that a politician might flaunt in an attempt to win over voters was crucial.

Government workers would spend a great deal of time planning nurses' stations and making little decisions like what color drapes to use and how many TVs to place in patient rooms. It's all just insignificant details. Seldom was it ever investigated if the town desired a hospital. Officials become used to creating novel solutions to medical issues just to give credit to a politician. Even though it didn't make sense, everyone persisted in doing it. Scientists discovered that almost all businesses and organizations they looked at have unique operating procedures. "According to Geoffrey Hodgson, an expert on organizational dynamics, individuals possess habits, whereas groups adhere to set patterns. Similar to habits, routines help us carry out tasks in a systematic manner. These felt like dangerous habits to O'Neill. "We were letting a process make decisions without really thinking," O'Neill said. However, in other businesses, where things were beginning to turn around, successful people had excellent habits.

New policies that encouraged engineers to take more chances were being implemented by certain divisions of NASA. The supervisors would applaud when rockets went off without

anybody around, demonstrating that their division had attempted, if unsuccessfully, at least. Eventually, every time anything valuable exploded, mission control celebrated. It became become a routine for the company. The Environmental Protection Agency was established in 1970 with the goal of safeguarding the environment. William Ruckelshaus, the EPA's first director, ensured that the agency's policies compelled his employees to enforce restrictions strictly. Attorneys were required to get authorization before to initiating legal proceedings or filing lawsuits. This request was reviewed and maybe granted via a procedure. The message was clear: aggressive conduct is rewarded by the EPA. The EPA was enacting more than fifteen hundred new environmental rules annually by 1975. As I looked at many branches of the government, I saw patterns that seemed to explain why things were going well or poorly," O'Neill said. The best agencies understood the need of consistency in scheduling. Those in charge of the bad agencies made snap choices and were shocked when no one paid them any attention. O'Neill felt it was time to leave Washington, D.C. in 1977 after sixteen years of residence. He put in a lot of effort, and his wife was sick of raising their four children by herself. After resigning, O'Neill secured employment with International Paper, the largest pulp and Paper Company globally. Later on, he was elected president. During that period, a few of his previous government colleagues were on the Alcoa board. When the business required a new manager, they asked him to state his priorities if he was interested in the position.

Alcoa was going through a rough period at the time. O'Neill did not, however, put "quality" or "efficiency" first on his list. It is not possible to just press a button and expect everyone at the large, established Alcoa to work more or produce more. Despite the efforts of the previous CEO to improve the situation, fifteen thousand workers went on strike. It was awful. To vent their rage, they would burn fictitious persons who were dressed like bosses and placed in parking lots." I was informed by someone from that era that the Alcoa family was depressing. It was like hot liquid metal injected to the Manson family. If O'Neill accepted the position, he reasoned, his primary objective would have to be something significant that CEOs and unions both could support. He wanted something that would bring people together and provide him the ability to alter how they interacted and conducted business. "I went back to the beginning," he stated to me. Everyone need to be safe enough to return home after work. You shouldn't have to worry about becoming sick or dying while working to provide for your family. I made the decision to concentrate on making everyone behave safer. O'Neill typed the word "SAFETY" at the top of his list and established a lofty objective: zero injuries. There are no injuries at the factory. Nobody is harmed in any way. He committed to doing it regardless of the cost.

CONCLUSION

The section is all about how Dungy's son passed away and how it helped the football team become stronger and more resilient. The study shows that believing in something can make a big change, and it's not just about what one person believes, but what a group of people believe too. Dungy and his team showed strength even when they were sad. This made them change how they played the game together. This shared belief, coming from tough times, not only brings people together but also makes a big impact on how the team plays. Furthermore, the story shows how important it is to believe in something, and how it can help people be strong. Dungy's belief in spirituality helps the team work together with a shared understanding that goes beyond just playing sports. The research shows that spirituality, combined with personal and group beliefs, is very important in shaping habits and making the team strong when facing tough times.

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CHAPTER 7

PHELPS'S TRIUMPH: HARNESSING KEYSTONE HABITS FOR OLYMPIC SUCCESS

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ABSTRACT:

The transformative journey of Olympic swimmer Michael Phelps, emphasizing the pivotal role of keystone habits in his success. Phelps, guided by Coach Bob Bowman, developed specific routines and mental triggers, such as visualization and relaxation exercises, to cultivate a winning mindset. The narrative highlights the significance of small wins, demonstrating their profound impact on Phelps's performance. The abstract explores how Phelps's meticulous habits not only contributed to his individual victories but also triggered widespread positive changes in his overall training, diet, and practice schedules. The story underscores the powerful influence of keystone habits in achieving remarkable success and how they can be applied beyond athletics to bring about transformative change. Phelps's story serves as a compelling example of how small wins, when systematically incorporated, can lead to transformative changes, ultimately culminating in remarkable achievements. This abstract offers insights into the profound impact of habit formation on athletic performance and the broader applicability of such principles in various aspects of life.

KEYWORDS:

Athletic Performance, Discipline, High-Performance Habits, Mental Toughness, Olympic Training, Peak Performance.

INTRODUCTION

O'Neill said to a group of workers at a factory in Tennessee a few months after he started working. Not everything went well. Wall Street was still very scared. The unions were worried. Some of Alcoa's vice presidents were upset because they were not chosen for the top job. O'Neill continued to talk about keeping workers safe. I am willing to talk with you about anything," O'Neill said. He was visiting Alcoa's plants in the US and then going to see its facilities in 31 other countries. I will never compromise on safety. I always want you to say that we have done everything to make sure people don't get hurt. If you try to argue with me about that, you won't win [1], [2].

This strategy had the advantage that no one wanted to disagree with O'Neill on the importance of worker safety. Unions have spent years working to improve safety regulations. Workers were disgruntled and production slowed down by injuries, so managers didn't want to argue about it. The majority of individuals were unaware of O'Neill's desire to completely eradicate injuries, which would need significant adjustments at Alcoa. O'Neill believed that determining the cause of accidents was crucial to ensuring the safety of Alcoa workers. You have to look at what was going wrong in the production process to see why injuries were occurring. We had to bring in experts to train employees on how to do things optimally and how to operate effectively in order to find out what was going on. It would be simpler and safer to do things right as a result.

Essentially, Alcoa needed to be the best and most productive aluminum manufacturer in order to protect its employees. The habit loop formed the foundation of O'Neill's safety strategy. He discovered a little clue: one employee was harmed. He established a system that required the unit president to report any injuries within a day and to devise a strategy to stop the same incident from happening again. And there was a reward: The only individuals who received higher employment were those who adhered to the system [3], [4].

The unit commanders were overburdened with tasks. Any mishap must be reported to O'Neill within twenty-four hours after the incident. The vice presidents must notify them immediately. The vice presidents were constantly in communication with the floor managers. It was the managers' responsibility to ensure that employees voiced any concerns they had and to have a list of suggestions handy. This gave them a wide range of possibilities to pick from in the event that the vice president requested a plan. Every department needed to devise fresh methods for staff members to promptly communicate their ideas and opinions to the company's executives in order for things to function. The company's rigid hierarchy meant that several changes had to be made in order to accommodate O'Neill's safety program. He was inventing new procedures for the business.

The firm as a whole underwent rapid transformation as Alcoa increased safety. Unions have long opposed some regulations, but in the end they have come to support them since they keep workers safe by pointing out issues with the production process. Policy things like allowing workers to halt the manufacturing line when it is moving too quickly were formerly disliked by managers but are now liked. The easiest method to avoid injury was to do this. The organization underwent significant transformation, and a number of staff members adopted safety practices outside of work.

"I saw some guys working on the Ninth Street bridge without following safety rules two or three years ago while I was in my office," said Jeff Shockey, who is now Alcoa's safety manager. While the other person hung onto his belt, one stepped on the railing of the bridge. They were employed by a separate firm, but I got up, went to them, and warned them that they were endangering their lives by not wearing safety ropes or harnesses. Their supervisor allegedly neglected to provide the necessary equipment. Shockey reported the supervisor and made a call to the local headquarters for worker safety. Another employer told me that he once dropped by a street building work close to his house since they were lacking a safety item and gave them advice on how to do things properly. On a Saturday, he pulled over with his children in tow in order to speak with municipal personnel about trench safety. That's not typical, but that's precisely the goal [5], [6].

DISCUSSION

O'Neill never claimed that ensuring employee safety would increase Alcoa's profits. However, when his innovative methods of operation proliferated across the business, costs came down, quality up, and output skyrocketed. When hot metal splashed on workers, the method of pouring the metal was modified to reduce the risk of injury. Alcoa was able to save money since fewer raw materials were lost in mishaps. To lessen the possibility that someone may be harmed by a damaged element, if a machine broke down often, it was replaced. Better goods also resulted from Alcoa discovering that lower-quality aluminum was caused by malfunctioning equipment.

Similar patterns were discovered by scientists in a wide range of different contexts, including human life. For instance, current research has examined the impact of exercise on our daily routines within the last 10 years. People who begin regular exercise, even if it's only once a week, may find that it subconsciously alters other routines in their life. People who exercise

often start eating better and are more productive at work. In addition to quitting smoking, they are showing their families and coworkers greater patience. They experience less anxiety and use their credit cards less often. Why isn't really evident. However, exercise is a very significant habit that many individuals find to be quite beneficial. "The benefits of exercise extend beyond physical activity," University of Rhode Island professor James Prochaska said. It's easy to form additional positive habits because of something about it. Studies indicate that children who frequently have supper together do better academically, exhibit more emotional regulation, and have higher levels of confidence. You may feel happier, be more productive, and manage your finances better if you make your bed every morning. Spending less money and getting higher grades don't always follow from tidying your room or eating with your family. But after those first adjustments, more positive behaviors follow suit [7], [8].

Making significant behavioral changes may have a significant effect on other aspects of your life. It's difficult to identify cornerstone behaviors, however. You have to know where to look in order to locate them. Seeking for certain features is necessary to identify crucial behaviors. Small actions that facilitate the growth and modification of other habits are known as "keystone habits." They create innovative processes and create settings that are conducive to change. But as O'Neill and many others have found, once those concepts are known, using them requires some creative thought. On August 13, 2008, at 6:30 A.M., Michael Phelps awoke in Beijing's Olympic Village and began his day as normal. He dressed in sweatpants and headed for breakfast. He had two races that day and had won three gold medals the previous week, bringing his career total to nine. He went to the cafeteria at seven in the morning and had his typical race day fare, which consisted of porridge, eggs, and four energy shakes. Nearly the following sixteen hours, he consumed nearly 6000 calories. At 10 o'clock, Phelps had his first race. It was his finest event, the 200-meter butterfly. He began his warm-up two hours before to the race. He extended his incredibly flexible ankles, back, and arms. He could bend his ankles more than ninety degrees. He entered the pool at eight-thirty and began to swim. He kicked for 600 meters and used a buoy between his legs for 400 meters after swimming 800 meters in various methods. Subsequently, he performed 200-meter stroke exercises and concluded with a few 25-meter sprints to increase heart rate. The duration of the activity was precisely 45 minutes. He exited the water around 9:15 and began donning his LZR Racer bodysuit. It took him twenty minutes to pull it on because it was so tight. He waited for the race to begin, putting on the headphones and cranked the hip-hop music [9], [10].

Phelps began swimming when he was seven years old to use up some of his extra energy that was bothering his mom and teachers. When a swimming coach named Bob Bowman saw that Phelps had a long body, big hands, and short legs, he thought Phelps could become a champion. But Phelps was showing strong feelings. He had a hard time relaxing before races. His mom and dad were splitting up, and he was having a hard time dealing with the pressure. Bowman bought a book with exercises to help him relax. He asked Phelps's mom to read the exercises to him every night. The book had a script that said, "Make a fist with your right hand and then let it go. " Picture all the stress disappearing - making every part of Phelps's body feel tight and then relaxed before he fell asleep. Bowman thought that swimmers could win by making the right habits. Bowman thought that Phelps had a great body for swimming. That said, everyone who competes at the Olympics has strong muscles. Bowman noticed that even when Phelps was young, he had a strong focus and determination which made him a great athlete. Again, all top performers are really focused on their work.

What Bowman could teach Phelps were habits that would make him the best swimmer in the pool by making his mind strong. He didn't have to control everything in Phelps's life. All he had to do was focus on a few specific behaviors that were not related to swimming but were

really about having the right attitude. He created a set of actions that Phelps could do to stay calm and concentrated before each race. This would help him find small advantages that could make a big difference in a sport where winning often comes down to tiny amounts of time [11], [12].

After every session when Phelps was a teenager, Bowman would instruct him to examine the footage at home. Watch it both the night before and the morning after. It was a false video. Rather, it included visualizing the ideal race in your head. Before turning in for the night, Phelps would see himself jumping off the starting block and swimming flawlessly in slow motion every morning when he woke up. He would visualize his strokes, his turns, the walls of the pool, and the finish. He would imagine himself swimming, the water spraying over his lips as he surfaced from the depths, and the sensation of removing his swim cap at the finish. With his eyes closed, he would lie in bed and again pay attention to every aspect of the competition even the little details until he understood every detail. When Phelps was instructed to swim quickly during practice, Bowman would cry, "Go all out," and Phelps would push himself to the limit. There was almost a disappointment in the feeling of swimming through the water. This was something he had mentally rehearsed so often that it came naturally to him. Still, it was a success. He got faster and faster. Ultimately, Bowman only needed to murmur, "Get the videotape ready," before a race, and Phelps would relax and win.

Furthermore, all the other habits slipped into place on their own once Bowman established certain fundamental ones for Phelps, such as his nutrition and exercise regimen, stretching exercises, and sleep pattern. Those were modest victories, which is why those routines worked so effectively. Little victories are just that—small—and they are a crucial component of the habits that enable significant transformations to occur everywhere. Even though they may not appear like significant achievements, minor triumphs have a lot of power and effect, according to several studies. A Cornell University lecturer once said, "Small wins are the consistent use of a small advantage." This was in 1984. A single little win might set off a domino effect of subsequent tiny successes. These little victories may inspire large transformations in individuals by proving to them that even greater things are possible. For example, organizations that advocate for the rights of homosexuals faced significant obstacles when they first started to confront homophobia in the late 1960s. They attempted to repeal legislation that penalized homosexuals, but the state governments vehemently disagreed with them. Teachers who attempted to organize programs for LGBT youth were sacked for expressing the view that homosexuality is acceptable.

The American Library Association's Task Force on Gay Liberation attempted to persuade the Library of Congress to place publications regarding the gay liberation movement into a distinct category during the beginning of the 1970s. The Library of Congress consented to categorize books in 1972, assigning them to HQ 76, a new category. 5 after getting a letter requesting the modification. A little adjustment was made to the library's book arrangement, yet it had a significant effect. The nation as a whole learned about the new policy. After winning, gay organizations started to raise money. Gay politicians were soon seeking public office in California, New York, Massachusetts, and Oregon. A few claimed to have been motivated by the Library of Congress's choice. The American Psychological Association declared in 1973 that homosexuality is not a mental health condition. Following this ruling, state legislation prohibiting discrimination against individuals based on their sexual orientation was passed.

Renowned organization expert Karl Weick said that incremental gains don't necessarily add up to a clear path to a desired outcome. "Small victories tend to be dispersed more frequently. Please reword this text in a more straightforward manner. The project's goal is to clarify the relationships between different environmental factors and how they affect biodiversity in the

area. The goal of the study is to comprehend how various environmental factors influence the range of flora and fauna found in the region. Like quick tests that uncover unspoken beliefs about taking risks and overcoming barriers, and that uncover both opportunities and problems that were concealed before the circumstances changed.

Michael Phelps experienced just this. Neither Bob Bowman nor Phelps had any idea what they were doing when he started teaching Phelps and his mother how to use relaxation and visualization to become better. "We experimented until we figured out what worked," Bowman told me. Ultimately, we came to the conclusion that it was preferable to concentrate on little victories and make use of them to make memories and feel good. For them, we created a routine. We do a number of things to give Michael confidence that he will win before every race. Michael would reply he isn't really thinking about anything before a tournament if you were to ask him. He is only following the program's instructions. That is incorrect; it seems that his habits are now in charge. He has already accomplished more than half of his goal and is leading the race from start to finish. Every exercise went just like he intended it to. The warm-up laps looked just how he had anticipated. The music on his headphones exactly what he expected it to be. The race is only the culmination of a successful day's work that began earlier. Success comes easily to you.

When the race in Beijing was about to get underway, Phelps was warming up behind his starting block by bouncing a bit on his toes. Phelps stood on the starting block, like he usually does before a race, and got down when the person uttering his name pronounced his name. He made three arm motions, as he had done before every race since turning twelve. He stepped back into the starting blocks, prepared to run, and leaped as the cannon went off. Phelps sensed trouble as soon as he waded into the water. There was water inside his eyewear. He prayed the leak wouldn't become bigger as he began to swim even though he couldn't determine whether water was entering from the top or bottom. However, at the second turn, everything became hazy. By the time he reached the last lap and the third bend, his goggles were filled. Phelps was blind. nor the black T on the wall ahead, nor the line at the bottom of the pool. He was unable to calculate the number of times he still needed to whack the ball. Going blind during an Olympic final would be terrifying for a lot of swimmers.

Phelps seemed at ease

The rest of the day went according to plan. He was prepared for the little leak in the goggles. Bowman forced Phelps to swim in a pitch-black pool in Michigan so he would be ready for anything. Such issues plagued some of Phelps's recollections. He'd mentally rehearsed his response in case his goggles malfunctioned. Phelps began counting as he completed his last lap, calculating how many strokes he would need for the last push—possibly nineteen, twenty, or twenty-one. When he was swimming at his best, he felt very at ease and serene. He began to strive even harder halfway through the marathon. He used this tactic to defeat his rivals. He started waiting for the wall after eighteen hits. He could hear the boisterous throng, but he was unable to tell whether the people were supporting him or someone else. Twenty lines after nineteen. It seems as if he want one more. That's what the mental video depicted. With a large, twenty-first-century stroke, he extended his arm and made contact with the wall. He'd picked the ideal moment. Upon removing his goggles, he saw that his name had the term "WR" (world record) next to it on the scoreboard. It was another first for him.

A reporter inquired about the experience of swimming with the absence of vision after the event. Phelps said, "I felt like I thought I would." It was just one more victory in a life full of little ones. Paul O'Neill got a call in the middle of the night six months after taking over as Alcoa's CEO. An anxious plant manager in Arizona phoned to report that a new employee—

who was thrilled to be employed by a company that provided health insurance for his expectant spouse—had attempted to repair a malfunctioning machine. He vaulted a yellow wall and crossed the pit in front of the reporters. There was a six-foot arm that swung, and in the hinge was a bit of metal. The young guy removed the metal piece by pulling on it. The device was fixed. The arm pivoted back and began to go towards him. His skull was broken by the blow to the arm. He passed away instantly.

Fourteen hours later, O'Neill called an urgent conference with the senior executives of Alcoa in Pittsburgh and all the plant managers of the firm. They took a long time to meticulously capture the incident on camera and again watched the tapes. Many errors that contributed to the man's demise were discovered. Not having sensors to stop the machine when someone is in the danger zone, not having a training program that told the guy he wouldn't be held responsible for a breakdown, not asking him to locate a management before changing anything, and two supervisors who observed the man but didn't stop him were some of the things that contributed to this. The room's leaders were taken aback. Yes, a horrific tragedy occurred, but at Alcoa, incidents of this kind were anticipated. It was a large enterprise whose employees handled hazardous machinery and heated metal. High-ranking manager Bill O'Rourke said, "People were skeptical when Paul spoke about safety because he was new and not part of the group." "He took this very seriously, so much so that he would stay up at night, worried about an employee he had never even met," the person said, "We thought it would only last a few weeks, and then he would start paying attention to something else." Things started to shift at that point. A week after the meeting, new regulations were created and all of the safety railings at Alcoa's factories were painted a bright yellow color. Supervisors gave clear instructions to avoid risky fixes and encouraged staff to recommend preventative maintenance. The frequency of injuries quickly and visibly decreased as a result of the increased caution.

Alcoa had some modest success. He issued a message to the whole firm saying, "I want to say well done to everyone for reducing the number of accidents, even if it's just for two weeks. We shouldn't party just because we did what we were supposed to or reduced a number." Since we are assisting in keeping individuals alive, we ought to feel pleased. Workers made a copy of the memo and attached it to their lockers. At a smelting facility, a portrait of O'Neill was hung up, and a passage from the memo was written beneath it. Similar to how Michael Phelps' swimming routines helped him achieve success, O'Neill's efforts began to have a significant impact even though they had nothing to do with safety. O'Neill told me, "I told the hourly workers, 'If your bosses don't take care of safety problems, call me at my house, here's my number.'" The workers started calling, but they didn't want to talk about any incidents. They wanted to talk about more brilliant ideas.

The Alcoa facility produced aluminum siding for homes, but it had been struggling for a while since the management had no idea what colors consumers would want. In the end, they had too much of certain paint colors and not enough of others, even though they had spent a lot of money to professionals to choose the hues. Subsequently, a worker proposed consolidating all the paint equipment in one area to enhance speed in color changes and better meet client demands. The money from selling aluminum siding quadrupled in a single year. O'Neill's focus on safety yielded a series of little victories that created a favorable environment for the development of novel concepts. A senior Alcoa employee informed me that the guy had been recommending this painting concept for ten years, but he had never told any management about it. "Then he thought, since we always ask for safety suggestions, why not tell them about this other idea?" the employee said. He seemed to have provided us with the finest answer. When Paul O'Neill was a young government employee, he was examining government spending on healthcare. Infant mortality was one of the primary issues they were concentrating on. The US

was one of the wealthiest nations in the world at the time. It did, however, have a higher infant mortality rate than many European and certain South American nations. Many newborns in remote regions passed away before they became one year old. O'Neill needed to ascertain the cause. He directed other government agencies to review data on infant deaths, and each time they responded, he followed up with further inquiries to fully comprehend the causes. O'Neill would interrogate people a lot if they brought a new finding into his office. His insatiable desire to learn new things and improve his understanding of the world caused frustration in others.

According to some research, premature birth is the primary cause of infant mortality. Because mothers did not eat enough throughout their pregnancies, their infants were delivered prematurely. It is important to ensure women consume a nutritious diet in order to lower the number of newborns that die. Not that complicated, is it? But women needed to eat properly before becoming pregnant in order to avoid malnourishment. This implies that before women began having sex, the government had to educate them about eating healthily. Officials were forced to create high school nutrition curricula.

However, O'Neill discovered that many high school instructors in rural regions lacked the fundamental biology knowledge necessary to teach nutrition when he began to inquire about how those lesson plans were created. The way college instructors are trained ought to be changed by the government. on order to instruct young females on nutrition, they need additional biology coursework. The goal is for the females to have healthier pregnancies and to start eating better before engaging in sexual activity.

Insufficient training for educators, who collaborated with O'Neill, was the primary cause of the elevated newborn mortality rate. Doctors and public health authorities wouldn't have said that retraining teachers is a part of the answer if you had asked them for a strategy to lower the number of newborns dying. They were unaware of the relationship. College students who study biology may then instruct youngsters, encouraging them to start eating better. They will thus produce stronger offspring in the future. The United States of America today. The infant mortality rate was 68% higher when O'Neill took over the position.

O'Neill's experiences with newborns dying demonstrate how certain critical habits foster the development and evolution of other habits. College instructors' shifts in their pedagogy had an impact on rural girls' educational experiences as well as their reproductive health. Furthermore, O'Neill's practice of consistently pushing other government employees to do further study until they identified the primary causes of an issue transformed the way the government addressed problems such as infant mortality. People are susceptible to the same things. For example, until around 20 years ago, most people believed that drastically altering one's lifestyle was the greatest method to reduce weight. Patients who are obese are advised by doctors to follow certain diet and exercise regimens, seek therapy, and modify everyday routines such as using the stairs instead of the elevator. The premise was that negative habits could only be broken by drastic measures taken in an individual's life.

But after examining the effectiveness of these techniques over an extended period of time, experts discovered that they were ineffective. After using the stairs for a few weeks, patients found it to be too challenging at the end of the month. They began exercising and eating better, but eventually they became slothful and reverted to their old TV-watching and junk-food-eating routines. Nothing could remain because there was too much change happening all at once. A 2009 study on a novel approach to weight loss was conducted by researchers supported by the National Institutes of Health. 1600 overweight persons were assembled, and each of them was instructed to record their food intake for at least one day every week on paper.

At first, it was challenging. Either they would consume snacks without recording them or they would forget to carry their food diaries. People started recording their meals once a week, and sometimes even more often, as time went on. A lot of individuals began keeping a daily food journal. Ultimately, it became into a routine. Then something unexpected occurred.

The participants discovered trends in their entries that they were unaware of. A few began to notice that they were often hungry about 10 A.M. They made the decision to have a piece of fruit, such as an apple or banana, available for them to munch on in the morning. Some made lists of the foods they planned to consume later in their notebooks. When it came time for supper, they prepared and consumed the nutritious meal they had planned rather than reaching for the junk food in the refrigerator. These actions weren't recommended by the researchers. Every person was requested to record their weekly food intake in writing. But recording your daily food intake aided in the development of other behaviors as well. Those who kept a daily food journal lost twice as much weight as the rest of the trial participants after six months.

CONCLUSION

Phelps's achievements show how important habits can change everything. By sticking to strict schedules and using mental cues, Phelps not only became a great athlete but also showed how habits can affect your mindset and how you deal with challenges. Phelps is good at staying calm when things go wrong, like when his goggles break. This shows that he is strong and ready for anything because he always prepares for the unexpected. His consistent practice of imagining success and sticking to a routine helped to build the foundation for his victories. This story shows how important it is to identify and use important habits in different parts of our lives. As we cheer for Phelps's victories, we are reminded that his success goes beyond swimming - it shows how habits can have a big impact.

The story of Phelps and his coach, Bob Bowman, shows how hard work and routine can lead to great success. It is a good example for people looking to do their best and shows that even everyday tasks can make a big difference. Basically, "Phelps's Triumph" teaches us that if we focus on important habits, we can be very successful and have a winning attitude in anything we do.

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CHAPTER 8

CULTIVATING KEYSTONE HABITS FOR CORPORATE SUCCESS: A TALE OF ALCOA'S TRANSFORMATION

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ABSTRACT:

The transformative journey of Alcoa, a multinational aluminum corporation, as it harnessed the power of keystone habits to achieve unprecedented corporate success. Through the leadership of Paul O'Neill, Alcoa's focus on worker safety emerged as a keystone habit, creating a ripple effect that permeated the organization. This story explores how safety practices led to the development of an electronic network, fostering communication and collaboration globally. Keystone habits, such as the emphasis on safety, not only improved organizational culture but also paved the way for technological advancements, positioning Alcoa ahead of competitors. The narrative concludes with insights into how keystone habits, when strategically cultivated, can redefine corporate cultures, facilitate tough decisions, and lay the foundation for enduring success. The account sheds light on the ripple effects of keystone habits, demonstrating how they can create a domino effect, influencing various aspects of an organization. Drawing parallels with other corporate success stories, the narrative underscores the broader applicability of cultivating keystone habits in reshaping workplace dynamics and fostering enduring positive change.

KEYWORDS:

Adaptive Leadership, Corporate Culture, Goal Alignment, Innovation Mindset, Organizational Resilience.

INTRODUCTION

After some time, the journal started to influence my thoughts," one person said to me. "I began to look at food in a new way. It helped me think about food in a better way. The same thing happened at Alcoa after O'Neill became the boss. Just like keeping a food diary helped other habits grow, O'Neill's safety habits made it possible for other behaviors to develop. In the beginning, O'Neill ordered Alcoa's offices around the world to connect through an electronic network. This was in the early 1980s, when big, worldwide networks didn't usually connect to people's home computers. O'Neill said the order was important because it would make a safety data system that managers can use to share ideas right away. As a result, Alcoa created one of the first global company email systems [1], [2].

O'Neill logged in every morning and sent messages to check if everyone else was also logged in. Initially, people mainly used the internet to talk about safety concerns. Later, they also began sharing information on different topics like local market conditions, sales targets, and business issues as they became more used to using email. Top executives had to submit a report every Friday, and anyone in the company could read it. A manager in Brazil sent information about steel prices to a colleague in New York using the internet. The New Yorker used that information to make a fast profit for the company in the stock market. Soon, everyone started using the system to talk about everything. "I decided to send in my accident report, and I thought since everyone else would read it, I might as well send in pricing information and

intelligence on other companies," said one manager to me. "It felt like we found a special weapon. The competition couldn't understand how we were doing it [3], [4].

When the internet became popular, Alcoa was in a good position to benefit from it. O'Neill's most important habit is keeping workers safe. This made a foundation that helped another practice, using email, become popular before other companies. By 1996, Paul O'Neill had worked at Alcoa for almost ten years. The Harvard Business School and the Kennedy School of Government looked at how he leads. People often said that he could be the commerce secretary or defense secretary. His workers and the labor unions rated him highly. During his time as the leader, Alcoa's stock price went up by more than 200 percent. Finally, everyone recognized that he was successful. In May of that year, at a meeting for people who own shares of a company in downtown Pittsburgh, a nun from the Benedictine order stood up and told O'Neill that she thought he was lying. Sister Mary Margaret was part of a group that wanted to help workers at an Alcoa plant in Ciudad Acuña, Mexico by fighting for better pay and working conditions. She said that even though O'Neill praised Alcoa's safety measures, workers in Mexico were getting sick from harmful fumes.

"It's not true," O'Neill said to everyone in the room. He opened his laptop and looked at the safety records for the Mexican plant. "Do you see? he asked, pointing out the room's good scores in safety, following rules to protect the environment, and employees being happy. Robert Barton was the boss of the facility. He was a big manager at Alcoa. He had worked for the company for many years and was in charge of their most important business relationships. The nun warned the audience not to believe O'Neill. She took a seat. After the meeting, O'Neill wanted her to visit his office.

The nun's group of religious people owned 50 shares of Alcoa. They wanted to vote on a decision about Alcoa's operations in Mexico. They had been asking for this for several months. O'Neill asked Sister Mary if she had visited any of the plants herself. No, she said to him. To make sure everything was okay, O'Neill asked the top people in charge of hiring and legal issues to go to Mexico and check things out. When the bosses came, they looked at the Acuña plant's papers and saw a report about something that was never told to the main office. Some months ago, there were smelly fumes in a building. It was a small event. Barton, the boss of the plant, put in ventilators to get rid of the gases. The sick people got better in just one or two days.

This is the last way that keystone habits encourage big change: by making new values a normal part of the culture. Keystone habits make it easier to make tough decisions, such as firing a top executive, because it is clear that they have to go when they violate the culture. At times, these cultures show in special words that become a habit and define an organization. At Alcoa, there were basic safety rules and beliefs that held important discussions about what's important, what we want to achieve, and how we think. "It could have been difficult to let go of someone who had been at the company for a long time," O'Neill told me. "It was easy for me. We knew exactly what our values told us to do. He lost his job because he didn't tell anyone about the incident, so nobody else could learn from it. Not giving someone a chance to learn is a very bad thing.

Cultures are shaped by the key habits in every organization, even if the leaders don't realize it. For example, when scientists looked at a group of new cadets at West Point, they checked their grades, physical fitness, military skills, and ability to control themselves. When they looked at those things along with whether students left school or finished, they discovered that all of them were less important than something called grit. Grit means working hard and staying interested in challenges, even when things are tough. What's really cool about grit is how it

comes about. It comes from the customs that cadets make, and these customs usually happen because of important habits they have at West Point. "This school is really difficult," one student said. "They name the first summer 'Beast Barracks' because they want to make you tired and weak. Many people leave before the school year begins [5], [6].

DISCUSSION

I met some guys when I first got here and now we meet every morning to make sure everyone is feeling good. I talk to them when I feel sad or down, and I know they'll make me feel better. There are only nine of us, and we call ourselves the musketeers. I don't think I could have stayed here for a month without them. Students who do well at West Point come to the school with strong habits of focusing and taking care of their bodies. Those things can only help you up to a certain point. To be successful, they need a very important habit that will create a supportive community, like meeting with friends every day, to help them find the strength to overcome challenges. Keystone habits change us by making it clear what's important in tough times when we might forget.

In 2000, O'Neill stopped working for Alcoa, and the new president, George W. Bush, asked him to do something else. Bush is now in charge of the treasury. He stopped working at that job two years ago. Now he teaches hospitals how to keep workers safe and improve habits that can decrease medical errors. He also serves on different company boards. Businesses and organizations in America have started using keystone habits to change their workplaces. At IBM, Lou Gerstner improved the company by focusing on one important habit: IBM's research and selling methods. At McKinsey & Company, they always try to make things better by regularly reviewing and critiquing their work. This is a very important part of every project they do. At Goldman Sachs, they always consider the risks before making any decisions [7], [8].

And at Alcoa, O'Neill's memory continues. Even though he's not here, less people are getting hurt. In 2010, almost all of the Alcoa locations had very few employees getting hurt at work. Workers are more likely to get hurt while working at a software company, animating cartoons for movie studios, or doing taxes as an accountant than while working with hot molten aluminum at Alcoa. "When I became a plant manager," said Jeff Shockey, an executive at Alcoa, "on my first day, I noticed that there were parking spaces near the front doors with people's titles on them. The leader for this thing or that thing. Important people got the best parking spots. I asked the maintenance manager to paint over all the signs. I wanted the person who arrived at work first to get the best parking spot. Everyone got the message: Every person is important. It was like an expansion of the work Paul was doing to keep workers safe. It made the plant very excited. Soon, everyone started going to work earlier every day.

Starbucks and the secret to being successful

When Travis Leach was nine, he saw his dad overdose for the first time. His family had to move again and again. They left their last home in a hurry after getting kicked out. Now they live in a small apartment at the end of a narrow street. The landlord said there are too many people coming and going late at night. The noise is too loud. At his old house, Travis would sometimes find the rooms all cleaned up and the leftover food put away neatly in the fridge. He also found packets of hot sauce and ketchup in Tupperware containers. He knew that this meant his parents had stopped using heroin and were now using crank, and spent the day cleaning the house a lot. Those usually didn't turn out well. Travis felt more secure when the house was untidy and his parents were on the couch, half-awake, watching cartoons. At the end of a heroin fog, there is no confusion or disorder. Travis' dad was a kind man who liked to cook. He lived near his parents in Lodi, California for most of his life, except for a short time

in the navy. Travis's mom was in prison for having heroin and doing prostitution when everyone moved into the apartment in the alleyway. His parents were basically addicted to drugs and the family pretended to be normal. They went camping every summer and often went to watch his sister and brother play softball on Friday nights. When Travis was four years old, he went to Disneyland with his dad. A Disney employee took his picture for the first time. The family's camera was sold to a pawn shop many years ago [9], [10].

On the day of the drug overdose, Travis and his brother were playing in the living room on blankets they put on the floor for sleeping. Travis's dad was getting ready to make pancakes when he went to the bathroom. He had a tube sock with his needle, spoon, lighter, and cotton swabs inside. A little while later, he came out, opened the refrigerator to get the eggs, and fell to the floor. When the children turned the corner, they saw their dad having a seizure and his face was turning blue. Travis's brothers and sisters had seen someone overdose before and knew what to do. His brother turned him to the side. His sister opened his mouth to make sure he wouldn't choke on his tongue. Then she told Travis to go to the neighbor's house, ask to use their phone, and call 911.

My name is Travis, my dad is asleep, and we don't know what happened. "He said he can't breathe," Travis lied to the person on the phone. Even when he was nine years old, he understood why his father was not awake. He didn't want to say it in front of the neighbor. He didn't want to say it when the neighbor was there. Three years ago, one of his dad's friends died in their basement after using drugs. After the paramedics removed the body, neighbors stared at Travis and his sister as they held the door open for the stretcher. One of the people who lived nearby had a relative who had a child in the same class. Before long, all the kids at school knew about it.

After Travis finished his call, he went to the end of the narrow street and waited for the ambulance. His dad went to the hospital in the morning, then to the police station in the afternoon, and was back home by dinnertime. He cooked spaghetti. Travis had his tenth birthday a few weeks later. When Travis was sixteen years old, he left high school. He said, I was tired of people calling me a mean word, tired of people following me home and throwing things at me. Everything felt like too much to handle. "It was easier to leave and find a new place. He went two hours south to Fresno and started working at a car wash. He got fired for not following the rules. He worked at McDonald's and Hollywood Video, but when customers were mean to him, he couldn't keep his cool. For example, if someone said "I wanted ranch dressing, you moron. He would get angry. Go away from my drive-through. He yelled at a woman, and then he threw the chicken nuggets at her car before his boss took him inside [11], [12].

Sometimes he would get very upset and start crying while working. He was frequently late or he would take a day off for no reason. Every morning, he would shout at himself in the mirror, telling himself to do better and be strong. But he didn't get along with people, and he wasn't strong enough to handle the constant criticism and disrespect. When there were too many people waiting in line at Travis's register, and his manager yelled at him, Travis would get scared and have trouble breathing. He wondered if this is how his parents felt when they started using drugs, so helpless against life.

One day, a person who often comes to Hollywood Video and knows Travis a bit, said he should consider working at Starbucks. "You should submit a job application. A month later, Travis got a job as a morning barista. That happened six years ago. Today, Travis is twenty-five years old and he is the manager of two Starbucks stores. He supervises forty workers and is in charge of making more than $2 million in sales each year. He makes $44,000 a year and has a

retirement account but no money owed. He always comes to work on time. He stays calm at work. When one of his employees started to cry because a customer yelled at her, Travis talked to her in private. He said to her, "Your apron protects you like a shield. You will be as strong as you decide to be.

He learned that lecture during his Starbucks training. The training starts on the first day of work and continues throughout an employee's career. The program is organized well so that he can get college credits by finishing the different parts. The training, says Travis, has made a big difference in his life. Starbucks has helped him learn how to live better, stay focused, be punctual for work, and control his emotions. Most importantly, it has helped him learn to control himself. "He said Starbucks is the best thing that ever happened to him," he said to me. This company means everything to me. Travis and many others learn important life skills at Starbucks and other companies because schools, families, and communities have not been able to teach them. Starbucks is a big teacher now, with over 137,000 workers and over a million former employees. All of those workers, in their first year only, spent at least fifty hours in Starbucks training sessions, and many more at home with Starbucks' study books and talking to the Starbucks mentors assigned to them. The most important thing in that education is paying very close attention to the habit of willpower. Many studies have found that having strong willpower is very important for being successful. In 2005, researchers from the University of Pennsylvania studied 164 eighth-grade students. They looked at the students' IQs and other things like how much self-control they showed on tests.

Students who tried really hard were more likely to get better grades and be accepted into better schools. They missed fewer days of school and spent less time watching TV, but they spent more time doing homework. "The researchers found that teenagers who were able to control themselves did better in school than those who acted without thinking. Being able to control yourself helped students do better in school more than being smart did. Having self-control was a better indication of students' grade improvement than their intelligence. Being able to control yourself and stay focused helps you do better in school than just being smart. The best way to make students more determined and give them an advantage is to turn it into a habit. Angela Duckworth, a researcher at the University of Pennsylvania, said that people who have good self-control make it look easy because they have made it a habit. "They do things without having to try hard.

For Starbucks, willpower is really important, not just something to think about in school. In the late 1990s, the company started planning to grow a lot. The bosses knew they had to make people feel like it was okay to spend four dollars on a fancy coffee if they wanted to be successful. The company wanted to teach its workers to make customers happy when they serve coffee and pastries. Early on, Starbucks began studying how to train their workers to control their feelings and use their self-control to make every drink they serve with enthusiasm. If baristas don't learn to leave their personal issues at home, it will affect how they treat customers. But if a worker can stay focused and disciplined, even after working for eight hours, they will provide the high-quality fast food service that Starbucks customers want.

The company used a lot of money to make training materials for teaching employees how to be disciplined. Managers made workbooks that help workers make willpower a habit in their daily lives. These programs helped Starbucks become a huge company with over 17,000 stores and more than $10 billion in annual revenue.

Everyone who went into the room where the test was happening at Case Western Reserve University all thought the cookies smelled really good. They had just been cooked and were stacked in a bowl, with chocolate chips coming out. Beside the cookies, there was a bowl of

radishes. All day, students who were hungry came in and sat in front of two foods. They didn't realize that they were being tested to see how much self-control they had. This test changed how we think about self-discipline. Back then, not many people were studying willpower in school. Psychologists thought these topics were part of something they called "self-regulation," but not many people were interested in it. In the 1960s, scientists at Stanford did a popular experiment to test the self-control of a group of four-year-olds. The children were taken to a room and given a variety of snacks, like marshmallows. They were given a choice: they could eat one marshmallow now, or if they waited a little while, they could have two marshmallows. Then the scientist walked out of the room. Some children couldn't resist and ate the marshmallow as soon as the grown-up left. Around 30 percent of people were able to resist their cravings and took double the amount of treats when the researcher returned fifteen minutes later. Scientists were watching from behind a special mirror and paying attention to which kids were able to wait for a second marshmallow.

Many years later, they found and connected with many of the people who were part of the study. Now, they were in the upper school. The scientists asked, they found that kids who could wait the longest for things they wanted did better in school and scored higher on the SAT test. They were well-liked and used less drugs. If you could resist wanting a marshmallow when you were little, it meant you knew how to do things like go to class on time, finish your homework, make friends, and say no to peer pressure as you got older. The kids who ignored the marshmallows seemed to have some skills that helped them do well in life. Researchers started doing tests to see how they can help children get better at controlling their own behavior. They found out that teaching those easy tricks, like drawing a picture or imagining a frame around the marshmallow, helped them control themselves. In the 1980s, a new idea became popular: You can learn to have more self-control, just like you can learn math or manners. But there wasn't much money for research on this. The topic of willpower wasn't popular. A lot of the scientists at Stanford started working on different research topics.

But when a team of psychology students at Case Western, including one named Mark Muraven, found those studies in the 1990s, they began asking questions that the earlier research hadn't addressed. Muraven didn't like the idea that willpower is like a skill. A skill is something that stays the same every day. If you can make an omelet on Wednesday, you can still make one on Friday.

Muraven often felt like he couldn't use his willpower. Sometimes, after work, he would come home and go for a run without any difficulty. On some days, all he could do was lay on the sofa and watch TV. It was like his brain, or at least the part that makes him exercise, couldn't remember how to motivate him to go outside. Some days, he ate healthy food. On some days, when he was tired, he would go to the vending machines and eat a lot of candy and chips.

Muraven wondered why willpower doesn't stay the same every day if it's a skill. He thought there might be more to willpower than what the earlier experiments showed. But how do you check that in a lab. Muraven's idea was to use a lab with a bowl of newly baked cookies and a bowl of radishes. The room was like a small closet with a special mirror, and it had a table, a chair, a bell, and a toaster oven. Sixty-seven college students were chosen and asked to not eat a meal. One at a time, the college students sat in front of the two bowls. The experiment is about testing how things taste," a scientist lied to every student. The goal was to make only a few students use their self-control. To do that, half of the students were told to eat the cookies and not the radishes, while the other half were told to eat the radishes and not the cookies. Muraven believed that it is difficult to resist cookies and it requires strong determination. Not paying attention to radishes is very easy.

Once the students were by themselves, they began eating. The people who were eating cookies were very happy. The people who like radishes were in a lot of pain. They felt really unhappy because they were trying hard not to eat the delicious cookies. The researchers watched a person who had eaten radishes look at a cookie through the mirror. They sniffed the cookie and then put it back in the bowl. Another person took some cookies, placed them on a surface, and then licked chocolate off their fingers. After five minutes, the researcher came back into the room. Mu-raven thought that the people who ate radishes had a hard time controlling themselves because the radishes were bitter and they couldn't eat sweet treats. But the people who ate cookies didn't have much trouble controlling themselves. The researcher told each person that we have to wait for about fifteen minutes for the memory of the food you ate to go away. To pass the time, she told them to finish a puzzle. It seemed easy: draw a shape without picking up your pencil or going over the line again. The researcher said to ring the bell if you want to stop. She suggested that the puzzle wouldn't take much time.

This puzzle was not just for fun; it was the most important part of the experiment. It was really hard to keep going with the puzzle, especially when every time I tried it didn't work. The scientists were curious if the students who resisted eating cookies would give up on the puzzle faster. They wanted to know if willpower runs out. The researchers watched from behind a mirror. The people who like cookies and have a lot of self-control started to work on the puzzle. Overall, they seemed calm and at ease. One of them tried a simple way, had a problem, and then tried again. Some people worked for more than 30 minutes before the scientist said to stop. On average, the people eating cookies took almost nineteen minutes each to try to solve the puzzle before they rang the bell.

The people who ate radishes, who were feeling tired and had less self-control, behaved very differently. They talked quietly as they worked. They got upset. Someone said that the experiment was pointless. Some of them laid their heads down and shut their eyes. One person bit the researcher when she returned. On average, people who ate radishes only worked for about eight minutes which is 60 percent less time than the cookie eaters before they stopped working. After the study, when asked how they were feeling, one of the people who ate radishes said he was tired of the experiment. Muraven told me that when we asked people to resist cookies, they were more likely to give up quickly. There have been over 200 studies on this idea, and they all found the same thing. Willpower is not just something you can learn. Your heart is a muscle, just like the muscles in your arms or legs. When it works harder, it gets tired and has less power for other stuff.

Scientists have used this discovery to explain many different things. Some people believe it explains why successful people have affairs or why good doctors make mistakes. Muraven told me that if you want to do something that needs willpower, like going for a run after work, you have to save your willpower during the day. "If you spend all your energy on boring tasks like writing emails or filling out paperwork, you'll be tired when you get home.

In 2006, two Australian researchers named Megan Oaten and Ken Cheng made a plan to see if people can improve their willpower. They signed up 24 people aged 18 to 50 for a workout program. Over two months, they had them do more and more weight lifting, resistance training, and aerobic exercises. Every week, people made themselves exercise more often, using more and more determination each time they went to the gym.

CONCLUSION

The story of how Alcoa changed by focusing on important habits shows how much those habits can help a company succeed. Paul O'Neill was very dedicated to keeping workers safe. This not only made employees happier and healthier, but also caused big changes in the company's

culture. The Alcoa case shows that one important habit can lead to many other good changes in a company. It can affect all areas of the company in a positive way. As we think about Alcoa's history, we can see that developing important habits is not just about solving problems, but also about teaching lasting values. O'Neill made safety a big priority at Alcoa. This made people at the company feel responsible for their actions and made it easier for them to work together and come up with new ideas. The success of Alcoa's story shows that corporate leaders should find and develop their own important habits. These habits can shape the organization and lead to long-term success.

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CHAPTER 9

UNLEASHING WILLPOWER: THE TRANSFORMATIVE POWER OF HABIT LOOPS IN PERSONAL AND PROFESSIONAL DEVELOPMENT

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ABSTRACT:

The Transformative Power of Habit Loops in Personal and Professional Development explores the profound impact of willpower on individuals' personal and professional lives. Drawing on research and real-world examples, the narrative delves into studies conducted by psychologists Oaten and Cheng, revealing how exercise and money management programs can cultivate willpower, leading to positive changes in various aspects of life. The article also examines the application of these insights in corporate settings, focusing on Starbucks' innovative approach to turning self-discipline into an organizational habit. By analyzing experiments involving orthopedic surgery patients and Starbucks employees, the abstract highlights the critical role of anticipating and handling inflection points through pre-established routines. Ultimately, the paper emphasizes the transformative potential of willpower habit loops, offering valuable insights for personal and professional development.

KEYWORDS:

Determination, Discipline, Goal-Setting, Personal Development, Persistence, Resilience.

INTRODUCTION

Perhaps Oaten and Cheng were thinking that the results were not connected to how much someone can control themselves. What if moving around more makes people feel better and not want to eat junk food as much. So they planned another test to find out. This time, twenty-nine people joined a four-month program to learn how to manage their money better. They planned to save money and told people to stop spending on things like eating out or going to the movies. People had to write down every single thing they bought. It was irritating at first, but eventually, they got used to it. People's money got better as they went through the program. Additionally, they also smoked less cigarettes and drank less alcohol and caffeine. On average, they had two less cups of coffee, two less beers, and for smokers, fifteen less cigarettes each day. They ate less unhealthy food and got more work done at work and school. It was similar to the exercise study: When people got stronger in one area of their lives, like working out at the gym or managing their money better, it also helped them eat healthier and work harder in other parts of their lives. When the desire to do something became stronger, it affected everything[1], [2].

Oaten and Cheng did another test. They signed up forty-five students for a program to help them improve their school work by teaching them good study habits. As expected, the participants' ability to learn got better. The students smoked and drank less, watched TV less, exercised more, and ate healthier, even though the program didn't talk about those things. Once they became stronger at using their willpower, they found it easier to form good habits in other areas of their lives. When you make yourself go to the gym, do your homework, or choose a salad over a hamburger, it's like you're changing the way you think," Todd Heatherton, a

researcher at Dartmouth who studies willpower, explained. "People learn to control their urges better. They learn how to avoid giving in to temptations. "And once you've trained your willpower, your brain gets better at helping you stay focused on a goal [3], [4].

Many researchers at big universities are now studying willpower. Public and charter schools in cities like Philadelphia, Seattle, and New York are beginning to teach students lessons that help them build their willpower. At KIPP, a group of schools for low-income students across the country, they believe in teaching self-control. Many of these schools have greatly improved students' test results. This is why it's important to enroll kids in piano lessons or sports. "According to Heatherton, this has no impact on making someone a talented musician or a young soccer player. When you learn to make yourself practice for a long time or run many laps, you start getting better at controlling yourself. A five-year-old who can watch the ball for ten minutes will become a sixth grader who can do his homework on time.

As scientists and newspapers are talking a lot about willpower, it's starting to also affect businesses in America. Companies like Starbucks, the Gap, Wal-Mart, and restaurants all have a similar issue. Their entry-level workers often struggle to do a good job because they lack self-discipline, even though they want to do well. They arrive late. They get angry at mean customers. They get sidetracked or involved in office gossip. They left without giving a reason. Christine Deputy, who ran Starbucks training programs for more than ten years, said that many workers start their careers at Starbucks. "If you've always been told what to do by your parents and teachers, it can be really hard when customers are yelling and your boss is too busy to help you. Many people find it hard to change. So we are trying to help our employees learn self-discipline because they didn't learn it in high school [5], [6].

But when companies like Starbucks tried to use the lessons from the radish-and-cookie and exercise studies to improve employee self-control, they faced problems. They paid for classes to help people lose weight and gave free gym memberships to employees. They hoped this would make them better at serving coffee. Few people were coming regularly. Employees said it was tough to go to class or the gym after working all day. Muraven said that if a person struggles to control themselves at work, they will likely find it hard to attend a program meant to help them improve self-control after work.

However, Starbucks really wanted to find a solution to this problem. In 2007, when the company was growing a lot, they were opening seven new stores every day and hiring up to 1,500 new employees each week. Teaching them to be really good at helping customers - to arrive on time without being upset, and to treat everyone nicely with a smile, and to remember what customers want and their names if they can - was very important. People want a fancy latte with some flair, even if it costs a lot. "We don't just sell coffee to customers," said Howard Behar, the former president of Starbucks, to me. "We work with people by serving coffee. Our whole way of doing business is focused on giving great customer service. Without that, we are in big trouble.

DISCUSSION

In 1992, a psychologist from Britain went to two of Scotland's busiest hospitals for bone and muscle problems. She asked fifty patients to take part in a study to figure out how to help people who find it hard to change their habits. The patients were around sixty-eight years old, on average. Most of them made less than $10,000 a year and didn't have more than a high school diploma. All of them recently had surgery to replace their hip or knee, but they waited a long time for the surgery because they were poor and had little education. They were old people who had stopped working, old people who fixed cars, and people who worked in a store. They were at the end of their lives, and most of them didn't want to read a new [7], [8].

Getting better after a hip or knee surgery is really hard. The surgery includes cutting the muscles around the joint and cutting the bones with a saw. While getting better, even small movements like moving in bed or bending a joint can be very painful. However, patients need to start exercising shortly after they wake up from surgery. They need to start moving their legs and hips before their muscles and skin fully heal, or scar tissue will block the joint and make it less flexible. Furthermore, if patients don't begin exercising, they could be at risk for developing blood clots. The pain is so bad that people often don't go to rehab sessions. Many patients, especially older ones, don't always follow their doctor's instructions.

The people in the Scottish study were the ones who were most likely to not get better with rehabilitation. The scientist wanted to find out if they could help people control their willpower. After the surgeries, she gave each patient a booklet with a schedule for their recovery. The booklet also had thirteen extra pages, one for each week, with space to write down their goals for the week and instructions on what to do. For instance, if you plan to take a walk this week, write down where and when you will walk. She told patients to fill in those pages with specific plans. Then she looked at how well the people who wrote down their goals recovered compared to those who didn't write anything. It sounds silly to think that giving people some blank paper could help them recover from surgery faster. However, when the scientist went back to see the patients three months later, she noticed a big difference between the two groups. Patients with written plans in their booklet walked almost two times faster than those without plans. They started to sit and stand up from their chairs by themselves almost three times faster. They were getting ready faster than the patients who hadn't written down their goals beforehand, putting on their shoes, doing the laundry, and making their meals [9], [10].

The psychologist was curious about why. She looked at the booklets and found that most of the empty pages were filled with detailed plans about simple parts of getting better. A person wrote down their plan to walk to the bus stop to meet their wife from work. They wrote what time they would leave, the path they would take, what clothes and coat they would wear, and what pills they would take for pain. Another person in a similar study made detailed plans for the exercises they would do every time they went to the bathroom. One person made a detailed plan for walking around the block, including what to do each minute.

The psychologist looked at the booklets and noticed that many of the plans were about how patients would deal with a specific moment of expected pain. The man who did exercises on his way to the bathroom knew that whenever he got up from the couch, he was in a lot of pain. He made a plan to deal with it: as soon as he felt like sitting down, he would take the first step right away. This way, he wouldn't be tempted to sit again. The man who met his wife at the bus stop didn't like the afternoons because walking home from the bus stop was really hard and painful for him. He thought about all the problems he might face and figured out a solution for each one beforehand.

In other words, the patients made plans based on times when they knew their pain would be at its worst and they would be most likely to want to give up. The patients were thinking about how they would get better and feel better [11], [12].

Each of them used the same rules as Claude Hopkins did to sell Pepsodent, without really thinking about it. They found easy clues and clear rewards. The man saw his wife at the bus stop at 3:30 and enjoyed greeting her. He was able to resist the temptation to give up because he had made self-discipline a habit. The other patients, who didn't make recovery plans, could have behaved the same way. All the patients at the hospital were given the same advice and warnings. They all knew that exercising was important for their healing. They all stayed in rehab for many weeks. However, the patients who didn't make any plans were at a significant

disadvantage because they didn't think ahead about how to handle painful moments. They never planned or intentionally created habits of self-control. Even though they wanted to walk around the block, they gave up when they felt the pain of the first few steps. When Starbucks tried to help their employees become healthier by giving them gym memberships and teaching them about healthy eating, it didn't work. So, the bosses decided they needed to try something different. They began by taking a closer look at what was happening in their stores. They noticed that their employees were struggling at certain points, just like the patients from Scotland. They needed to have daily routines that helped them be more disciplined.

Decision-makers realized that they had been thinking about willpower in the wrong way. Workers who sometimes struggle with self-control had no trouble performing their tasks most of the time. On a normal day, a worker who struggles with willpower was just like everyone else. But sometimes, when things are tough or uncertain, some employees can lose their self-control. The customer might start shouting, and the employee who is usually calm might get upset. The barista got really upset when a lot of people rushed in and he felt like crying.

The employees needed clear instructions on what to do when they faced difficult situations. It's like how Scottish patients have booklets with instructions. This would help employees know what to do when they feel like giving up. So the company made new training materials that explained what employees should do when they face difficult situations. The manuals showed workers what to do when a customer is upset or when there is a long line at the cash register. Supervisors practiced with workers, pretending to be in different situations, until they knew what to do without even thinking about it. The company found specific rewards that employees could see as proof that they did a good job, such as a happy customer or praise from a manager. Starbucks taught their workers how to deal with tough times by giving them habits to stay strong. When Travis began working at Starbucks, his manager immediately taught him the right way to do things. "My boss said that dealing with angry customers is the toughest part of the job," Travis said. "When someone starts yelling at you because they got the wrong drink.

Starbucks teaches its employees many ways to handle stress at work. The What What Why system is used for giving criticism, while the Connect, Discover, and Respond system is used for taking orders in busy situations. Baristas have learned habits to know which customers just want their coffee and which ones need more attention. The training manuals have many empty pages for employees to write their plans for dealing with challenging situations. Then they keep doing those plans over and over until they can do them without thinking.

This is how you make willpower a habit: you decide on a behavior and then do it when the time comes. When the patients from Scotland filled out their books, or Travis studied the LATTE method, they planned how to respond to a signal in advance like a sore muscle or an upset customer. When it was time, the usual thing happened.

Other companies also use the same training methods as Starbucks.

For example, at Deloitte Consulting, the biggest tax and financial services company in the world, workers are taught a program called "Moments That Matter. This program teaches how to handle important moments, like when a client complains about fees, when a coworker is fired, or when a Deloitte consultant makes a mistake. Every time something happens, employees are told how to react with pre-planned routines like "Get Curious", "Say What No One Else Will", and "Apply the 5/5/5 Rule". At the Container Store, new workers get more than 185 hours of training in their first year. They learn to identify when someone is upset at work or when a customer is stressed. They also learn ways to help calm shoppers and handle conflicts. When a customer looks stressed, an employee will ask them to imagine their organized home and how happy they will feel when it's all neat and tidy. The CEO said that

some customers have told them that their product is better than talking to their therapist. Howard Schultz, the person who made Starbucks very big, is similar to Travis in some ways. He lived in a public housing complex in Brooklyn and shared a two-bedroom apartment with his parents and two siblings as he grew up. When Schultz was seven, his dad hurt his foot and couldn't work anymore driving a truck that delivered diapers. That's all it took to make the family very upset and worried. After his dad's ankle got better, he started working in jobs that didn't pay as much. "My dad always got lost," Schultz told me. "I saw him feel really bad about himself. I thought he could have done a lot more.

Schultz's school was a busy and crowded place with lots of concrete play areas. Kids played a variety of games like football, basketball, and other fun games. If your team loses, it might be an hour before you can play again. So Schultz always made sure that his team won, no matter what it took. He would come home with cuts on his elbows and knees, and his mom would clean them with a wet cloth. "She said, don't give up,"

He got a college scholarship for playing football and later got a degree in communications. After that, he got a job selling Xerox machines in New York City. Every morning he would go to a new building in the middle of the city and go to the top floor. Then he would go from door to door, asking politely if anyone wanted to buy toner or copy machines. Then he would take the elevator to the next floor and begin again. In the early 1980s, Schultz worked for a company that made plastics. He saw that a small store in Seattle was ordering a lot of coffee drip cones. Schultz flew out and really liked the company. Two years later, he heard that Starbucks was for sale with just six stores. He asked everyone he knew for money and bought it. That happened in 1987. In three years, there were 84 stores. In six years, there were over 1000 stores. Today, there are 17,000 stores in over 50 countries.

Why is Schultz so different from the other kids at the playground? Some of his old friends are now police officers and firefighters in Brooklyn. Other people are locked up in jail. Schultz has more than $1 billion. He has been praised as one of the best CEOs of the 1900s. How did he find the strength and drive to go from living in a poor neighborhood to owning a private jet. I'm not sure," he told me. "My mom always told me that I would be the first in our family to go to college and have a good job. She would ask me how I was going to study, what I was going to do the next day, and how I knew I was ready for my test. It helped me learn how to make plans and set goals. I have been very fortunate," he said. "I truly think that if you believe in people and encourage them, they will show you that they can succeed. "

Schultz made Starbucks successful by training employees well and focusing on customer service. For a long time, he was very involved in almost every part of how the company was managed. In 2000, feeling tired, he gave the daily work to other leaders, and that's when Starbucks started to have problems. In a short time, people were not happy with the drinks and service. Managers who were busy trying to grow the business quickly, didn't pay attention to the complaints. The workers became dissatisfied. Many people thought that Starbucks had bad coffee and fake smiles. Schultz became the CEO again in 2008. One of the things he wanted to do first was to change the company's training program to make it focus more on different things, like helping employees feel stronger and more confident. "We had to gain the trust of our customers and partners all over again," Schultz said to me.

Around the same time, new research was being done to study self-control in a different way. Scientists observed that some people, such as Travis, could develop good habits quite easily. Some people had a hard time, even when they got a lot of help and practice.

Mark Muraven, a professor at the University of Albany, started a new test. He put college students in a room with cookies and told them not to eat them. Half of the people were treated

nicely. "Please don't eat the cookies. Then she talked about why we were doing the experiment. She said we were trying to see how good we are at not giving in to temptations. She said thank you for giving their time. "If you have any ideas to make this experiment better, please tell me. We want your help to make this experience the best it can be. When Muraven started looking into why students who had been treated kindly had more willpower, he found that the main factor was the feeling of control they had over their situation. "We've seen this many times before," Muraven said to me. "When someone has to do something that requires self-control, they find it easier if they feel like they are doing it for themselves or because they want to help someone else. If they feel like they have no control over what they do and are just doing what they're told, they get tired more quickly. In both situations, people did not pay attention to the cookies. But when the students were treated like parts in a machine, instead of individuals, it was much harder for them.

For businesses and groups, this information has very important consequences. Just letting employees feel like they are in charge and can make decisions can make them more energetic and focused at work. In 2010, a study was done at a factory in Ohio. It looked at workers on the assembly line who were given the ability to make small choices about their schedules and work conditions. They made their own work clothes and were in charge of deciding when to work. No other things were different. The way things are made and how much people get paid didn't change. In two months, the plant's productivity went up by 20 percent. Employees were taking less time for breaks. They made less mistakes. Empowering employees helped them to be more self-disciplined at work.

The same things are important at Starbucks too. Today, the company is working on making employees feel like they have more power. They asked the workers to decide how to set up the espresso machines and cash registers, greet customers, and display merchandise. It's normal for a store manager to talk for a long time with his employees about where to put a blender. Kris Engskov, a vice president at Starbucks, said that they are now asking partners to use their smarts and imagination instead of just giving them specific instructions. "People want to have power over their own lives. Revenue has decreased. Customers are happier. Since Schultz came back, Starbucks' sales have increased by over $1. 2 billion every year.

When Travis was sixteen years old, his mother told him a story before he left school and got a job at Starbucks. They were in the car, and Travis asked why he didn't have more brothers and sisters. His mother always tried to be truthful with her kids. She told him she got pregnant two years before Travis was born but had an abortion. "They already had two kids and were hooked on drugs," she said. They thought they couldn't take care of another baby. A year later, she got pregnant with Travis. She considered getting rid of the baby, but it was too hard to handle. It was easier to just let things happen naturally. Travis came into the world.

Travis said that she told him she made many mistakes, but having him was one of the best things that ever happened to her. "When your parents have a problem with drugs or alcohol, you may not always be able to rely on them for everything you need as you grow up. I've been lucky to have found bosses who gave me what I needed. If my mom had the same luck as me, I think her life would have been better. A few years later, Travis's father called to say that an infection had entered his mother's blood because of using needles on her arm. Travis quickly went to the hospital in Lodi, but she was not awake when he got there. She died thirty minutes later after they took away the machine keeping her alive. A week after that, Travis's dad was in the hospital with pneumonia. His lung had stopped working. Travis drove to Lodi again, but it was already 8:02 at night. When he arrived at the hospital's emergency area. The nurse quickly told him he had to return tomorrow because visiting hours were finished.

Travis has been thinking a lot about that moment ever since. He hadn't begun working at Starbucks. He didn't know how to manage his feelings. He didn't have the habits that he has been practicing for years since then. When he looks at his life now, he can't believe how different it is from before. He wonders how he could have come so far in such a short time.

CONCLUSION

The strong effect of determination on how someone grows and succeeds. Research by Oaten and Cheng and its application at Starbucks show that building self-control through habit loops can bring about positive changes. The research with orthopedic surgery patients shows how important it is to be prepared for and overcome difficult moments with established routines. Starbucks' success in teaching willpower skills to its employees shows that habit loops can be effective in businesses. As people and businesses work on becoming better at what they do, it's important to understand how willpower and habits play a role. Knowing how these things work can help us make positive changes and be successful in the long run. This exploration makes us think more about how each person and organization has the ability to use their willpower to make positive changes and achieve long-term growth.

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CHAPTER 10

UNSEEN CONSEQUENCES OF ORGANIZATIONAL HABITS: A CASE STUDY OF INSTITUTIONAL DYSFUNCTION IN A HOSPITAL

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ABSTRACT:

The hidden repercussions of organizational habits within a hospital setting, using Rhode Island Hospital as a focal point. The narrative explores the intricate web of routines, truces, and power dynamics that define the institutional culture. Highlighting the unintended consequences of imbalanced truces and one-sided power structures, the study underscores the critical role of deliberate habit formation in shaping organizational success or failure. Drawing parallels with insights from economic theories, it emphasizes the pivotal nature of well-designed habits in fostering collaboration and preventing catastrophic errors. Ultimately, this exploration serves as a cautionary tale, urging leaders to consciously cultivate habits that not only establish equilibrium but also unequivocally delineate authority within complex organizational landscapes. The findings underscore the importance of cultivating intentional and balanced habits to foster a culture of mutual respect and prevent systemic failures within complex organizations.

KEYWORDS:

Change Management, Company Culture, Decision-Making Processes, Employee Engagement, Leadership Styles, Organizational Behavior.

INTRODUCTION

The patient was not awake when he was brought into the operating room at Rhode Island Hospital. He had his mouth open, his eyes were shut, and he had a tube in his mouth. The nurse connected the man to a machine that helps him breathe during surgery. His arm slipped off the bed and had dark spots on the skin. The man was 86 years old and fell at home three days ago. After that, he had a hard time staying awake and answering questions, so his wife called for an ambulance. The doctor in the emergency room asked the man what happened, but he kept falling asleep while talking. A scan of his head showed that the fall had caused his brain to hit his skull, which resulted in a subdural hematoma. Blood was gathering in the left side of his head, pushing on the soft tissue in his skull. The liquid had been building up for almost three days, and the parts of the brain that control his breathing and heart were starting to weaken. If the blood wasn't taken out, the man would die [1], [2].

Rhode Island Hospital was a top medical facility, and it was the main hospital for teaching at Brown University. It was also the only Level I trauma center in southeastern New England at that time. Doctors in a big building were the first to use very advanced medical techniques. They used sound waves to get rid of tumors inside a person's body. In 2002, the National Coalition on Health Care said the hospital's intensive care unit was one of the best in the country. But when the old patient got there, Rhode Island Hospital was also known for having a lot of problems between its staff. The nurses and doctors really didn't like each other. In 2000, the nurses' union decided to stop working because they were made to work very long hours that were not safe. Over 300 people were outside the hospital with signs that said "Stop

Slavery" and "We won't let them take our pride. This place can be really bad," a nurse remembered telling a reporter. The doctors can make you feel like you are not important, like you can be thrown away. You should be grateful to clean up after them.

A few years later, a doctor was getting ready to do a surgery on a person's stomach when a nurse called for a break. This is a normal thing in most hospitals, it helps the doctors and staff avoid making mistakes. The nurses at Rhode Island Hospital made sure to take breaks, especially after a surgeon made a mistake and operated on the wrong part of a girl's body. Time-outs were meant to find mistakes before they happened. Some doctors were good, and some were very bad," a nurse who worked at Rhode Island Hospital in the mid-2000s told me. "We called it the glass factory because it seemed like everything could break at any moment [3], [4].

The staff had come up with their own ways to prevent arguments and problems in the institution. Nurses always checked the doctors' orders again and made sure the right doses were given. They also took their time to write clearly on patients' charts to avoid mistakes. One nurse said they made a system of different colors to warn each other. She said, "We use different colors to write the names of doctors on the whiteboards. Blue meant 'good,' red meant 'bad,' and black meant 'don't argue or they'll get angry. "

Rhode Island Hospital had a bad atmosphere. Unlike Alcoa, where specific habits focused on worker safety led to big successes, Rhode Island Hospital had nurses trying to counteract doctors' arrogance with their own on-the-spot habits. The hospital didn't plan its daily tasks well. Instead, they showed up by mistake and spread through quiet warnings, until harmful patterns became noticeable. This can happen in any organization where habits are not carefully thought out or intentionally created. Picking good habits can make big changes, but picking bad habits can cause big problems. When the routines at Rhode Island Hospital fell apart, they led to really bad mistakes. The doctors in the emergency room saw pictures of the brain of an 86-year-old man with bleeding, so they called the brain surgeon right away. He was doing a surgery on someone's back when he got a message. He stopped the surgery and looked at pictures of an old man's head on a computer screen. The doctor told his helper, a nurse, to go to the emergency room and ask the man's wife to sign a form giving permission for the surgery. He completed his back procedure. Thirty minutes later, the old man was pushed into the same surgery room. Nurses were running fast. The old man who was not awake was put on the bed. A nurse took his permission slip and his medical information. "Doctor," said the nurse, looking at the patient's chart. "The form doesn't say where the bruise is. The nurse looked through the papers. It wasn't clear which side of his head they were supposed to work on [5], [6].

DISCUSSION

Every hospital needs to use documents to help with surgeries. Before the doctor does any surgery, the patient or someone from their family needs to sign a paper saying they agree with the treatment and that they checked all the information. In a busy and hectic place, where many doctors and nurses take care of a patient from the emergency room to the recovery room, consent forms are the papers that keep track of what is supposed to happen. Unless it's an emergency, you can't have surgery without signing a detailed consent form. I looked at the x-rays earlier," the doctor said. "It was the side of the head on the right. If we don't act fast, he will die. The nurse suggested that we watch the films again and then walked to the computer. For safety, the hospital's computers lock after fifteen minutes of not being used. The nurse will need at least one minute to sign in and put the patient's brain scans on the screen. The nurse had been at Rhode Island Hospital for one year. He knew how the hospital operated. The nurse knew the surgeon's name was often written in black on the whiteboard in the hallway, warning

nurses to be careful. In this situation, it was clear that the surgeon always came out on top, even though it was not stated directly [7], [8]. The nurse stopped working and stepped back while the doctor moved the old man's head into a special holder and shaved and cleaned his head. The plan was to remove the blood on top of his brain by opening his skull. The doctor cut a piece of skin off the head, showed the bone, and used a tool to drill into it. He started pushing hard until the bit broke through with a quiet popping sound. He made two more holes and used a saw to cut a triangle piece out of the man's skull. Underneath the brain was a protective covering called the dura.

There was no blood clot. They were working on the opposite side of the head. The doctor shouted, "We need him to be turned. The broken bone triangle was fixed with metal plates and screws, and the patient's scalp was stitched closed. His head was moved to the other side and then shaved, cleaned, cut, and drilled until a piece of skull could be taken out in the shape of a triangle. This time, the bruise was easy to see, a dark bump that oozed out like thick syrup when the covering of the brain was poked. The doctor sucked out the blood and the pressure in the old man's head went down right away. The surgery, which was supposed to take one hour, took almost two hours. Later, the patient was moved to the hospital's intensive care unit, but he never fully woke up. Two weeks after that, he passed away. A later investigation couldn't figure out exactly why the patient died. But his family said the medical mistake had caused too much stress on his body and made his health worse. They said taking out part of his skull, spending more time in surgery, and not getting rid of the blood clot quickly had all made things worse for him. They said that if it wasn't for the mistake, he might still be alive. The hospital gave money to settle the case, and the surgeon cannot work at Rhode Island Hospital anymore [9], [10].

Some nurses said the accident was bound to happen. Rhode Island Hospital had bad habits. It was inevitable that a serious mistake would happen. It's not just hospitals that have dangerous patterns. Negative habits in organizations can be found in many different industries and at many different companies. Most of the time, they come from not thinking, from leaders who don't think about the culture and let it develop without guidance. All organizations have habits that they follow. Some places are planned, and some are not.

The ones that are not planned usually come from competition or fear. However, leaders who know how to take advantage of the right opportunities can sometimes change harmful habits. In a crisis, people's good habits often show up. When the theory of how the economy changes was first published in 1982, only a few people outside of schools and colleges paid attention to it. The book has a boring cover and the first sentence is scary. It says it's going to talk about business in a market and use some models to explain it. It seems like it doesn't want anyone to read it. The writers, professors at Yale University, Richard Nelson and Sidney Winter, were famous for writing detailed papers about Schumpeterian theory that even most PhD students didn't fully understand.

In the business world, the book was very popular and had a big impact on how companies think and work. It quickly became known as one of the most important books of the century. Economics teachers talked to other teachers at business schools. Then those teachers talked to CEOs at meetings. Soon, bosses at companies like General Electric, Pfizer, and Starwood Hotels were using ideas from Nelson and winter [11], [12].

Nelson and winter studied companies for more than ten years. They looked at a lot of information and found that a company's behavior is mostly influenced by its old habits and strategies, rather than detailed decision-making. In simpler terms, it may seem like most businesses make logical decisions after carefully thinking about them, but that's not actually

how companies really work. Instead, companies are guided by long-standing ways of doing things, which often come from the many choices made by thousands of employees. And these habits have bigger effects than anyone knew before.

For example, it might seem like the boss of a clothing company decided to put a red sweater on the cover of the catalog after looking at sales and marketing information. However, the truth is that his vice president often looks at websites about Japanese fashion trends, and the company's marketers always ask their friends about popular colors. The company's executives also heard about rival designers using new magenta pigments at a Paris fashion show. All the little ideas from executives talking with their friends got mixed into the company's research and development process, and they all agreed that red will be popular this year. No one made a single, thoughtful choice. Instead, many habits, processes, and behaviors came together until it felt like choosing red was the only option.

These routines or habits are very important for organizations. Without them, most companies would struggle to get work done. Routines are like the many rules that companies use to work. They let workers try out new ideas without needing permission for each one. They help managers remember how to do things and not worry when someone important leaves. Habits and regular actions are important for recovery after earthquakes. A study looked at efforts in Mexico and Los Angeles and found that the habits of relief workers are really important. Without them, it would be hard to make and carry out plans.

One of the most important benefits of routines is that they help to create peace between different groups or people in an organization. Many economists think of companies as perfect places where everyone works together to make a lot of money. Nelson and winter said that things don't work that way in real life. Companies are not like big families where everyone gets along and plays nicely together. Instead, in many workplaces, there are groups of people who are fighting for power and recognition. They often do this secretly to make themselves look better and their competitors look worse. Teams fight for things they need and try to harm each other to take credit. Managers make their employees compete with each other so that no one can take over the company. But even though companies can fight with each other, most of the time they work together peacefully each year because they have habits that make them stop fighting and focus on their work.

Having good habits in a company means that if everyone follows the rules and gets along, the company won't be damaged by competition, the company will make money, and in the end, everyone will become wealthy. For instance, a salesperson can increase her bonus by giving special discounts to her best customers if they place bigger orders. However, she also understands that if all salespeople give big discounts, the company will run out of money and there won't be any bonuses to give. So every January, the salespeople agree to limit discounts to protect the company's profits. Then, at the end of the year, everyone gets a raise. A young manager who wants to become a vice president could make a phone call to a big customer and stop a sale, which would hurt a coworker's chances of getting a promotion. Sabotage is a problem because even if it helps you, it usually hurts the company. Most companies have an unwritten rule: it's fine to want to succeed, but if you are too competitive, your co-workers will team up against you. Instead of trying to hurt your competition, if you work on making your own team better, you will likely be rewarded in the future.

Habits make peace

Habits and agreements help create fairness in organizations. Conflict within companies usually follows predictable paths and stays within set limits because of these routines and truces. The normal amount of work gets done, people get in trouble and praised as usual. No one is trying

to suddenly change the direction of the organization in order to get rid of a competitor. Usually, routines and agreements work well. There are still competitions, but they are controlled and the business does well because of it.

But sometimes a truce is not enough. At Rhode Island Hospital, they found that sometimes, a lack of peace can be just as harmful as a civil war. You probably have a handbook in your desk at work that you got on your first day. It has forms for spending and rules about vacations, insurance choices, and the company's chart. The book has colorful pictures showing different health care options, a list of important phone numbers, and directions on how to use your email or sign up for the 401 plan.

Now, think about what advice you would give to a new coworker who wants to do well at your company. Your suggestions might not include anything that's in the company's handbook. Instead, the advice you share, like who can be trusted, which secretaries have power, and how to work the system to get things done, are the things you use to get by every day. If you could draw a picture of how you work and who you work with, and compare it to your colleagues' pictures, it would show who has the most influence and who struggles to get ahead. Nelson and winter's regular activities are important for all types of businesses, and the agreements they enable are important too. A study from Utrecht University in the Netherlands examined the habits and practices in the high fashion industry. Every fashion designer needs to be creative and have a talent for high fashion to be successful. But that's not sufficient to do well. The things that determine whether a designer succeeds or fails are their daily habits. For example, having a plan to get the fabric they need before it runs out, knowing where to find the best people to make zippers and buttons, and having a set way to quickly send a dress to a store. These routines can make a big difference in their success. Fashion is a complicated business. Without the right processes, a new company will get stuck with logistics. Once that happens, creativity doesn't matter anymore.

Which new designers are most likely to have the right habits? It's the ones who have made good agreements and found the right friends. Agreements to stop fighting are very important. A new fashion brand usually does well only if the leaders were on good terms with their old company. Some people may think that Nelson and winter were writing a book about boring economic ideas. However, what they actually created was a manual on how to survive in the business world.

Plus, Nelson and winter's ideas also help us understand why things went really bad at Rhode Island Hospital. The hospital had rules that made nurses and doctors get along better. Things like whiteboards and whispered warnings helped keep the peace between them. These agreements helped the organization to work most of the time. However, truces only last when they bring about fair treatment for everyone involved. If the peace agreement is not fair, then the peace may not last and the routines may not work when they are needed the most.

At Rhode Island Hospital, the main problem was that only the nurses agreed to stop fighting. The nurses carefully checked patients' medicines and made sure to write clearly on charts. They also dealt with rude doctors and helped identify which ones were nice and which ones were mean. This helped the other staff know which doctors they could give suggestions to and which ones they had to be careful around. The doctors usually didn't take the time to learn the names of the nurses. "The doctors were in control, and we were their subordinates," a nurse said to me. "We kept going and made it through.

The agreements at Rhode Island Hospital only benefited one side. So, when it was really important, like when a surgeon was about to make a quick cut and a nurse tried to stop them, the usual procedures that could have stopped the mistake didn't work, and the wrong side of an

86-year-old man's head was opened up. Some people may say that the answer is to be more fair and peaceful. If the leaders at the hospital shared their power better, then nurses and doctors would have more respect for each other.

Good job, keep it up. I'm sorry, but it's not sufficient. Building successful companies isn't just about having the right balance of power. For a team to function well, leaders need to develop habits that create a peaceful and fair environment, while also making it clear who is in charge. Philip Brickell, a 43-year-old worker at the London Underground, was in the big main area of the King's Cross subway station in November 1987. A person told him there was a burning tissue at the bottom of a nearby escalator while he was collecting tickets.

King's Cross was a big and busy subway stop in London with a lot of escalators, passageways, and tunnels. Some of these had been there for almost 100 years. The station's escalators were well-known for being big and old. Some went down as tall as five buildings and were made of wood and rubber, just like they were made many years ago. Over 250,000 people go through King's Cross every day on six different train lines. In the evening when people were busy, the ticketing hall at the station was full of many people rushing around. The ceiling had been painted so many times that no one could remember what color it was originally. The passenger said that the tissue was on fire at the bottom of one of the longest escalators at the station, which serves the Piccadilly line. Brick quickly went down to the platform using the escalator and found a burning piece of tissue. He used a rolled-up magazine to put out the fire. Then he went back to his job.

Brickell didn't look into it more. He didn't try to understand why the tissue was burning or if it might have come from a bigger fire in the station. He didn't tell anyone else at work about what happened or call the fire department. Another team took care of making sure there were no fires, and Brickell made sure to respect the different areas of responsibility in the Underground. Also, even if he had looked into the chance of a fire, he wouldn't have known what to do with any information he found. The strict chain of command at the Underground stopped him from talking to another department without permission from a boss. The rules at the Underground said to never say the word "fire" out loud in a station, so people wouldn't get scared. It was not the usual way to do things.

The Underground had a set of rules that nobody had ever seen or read. These rules were not written down but shaped the life of every employee. For many years, the Underground was managed by the "Four Barons" the leaders of civil, signal, electrical, and mechanical engineering. Under them, there were bosses and subbosses in each department who were protective of their power. The trains were on time because all 19,000 Underground employees worked together to pass passengers and trains between lots of people all day. However, the cooperation relied on a balance of power between the four departments and their leaders, which in turn depended on the many habits that employees followed. These habits made the Four Barons and their deputies stop fighting and agree to work together. And from that agreement came rules that said Brickell: You are not supposed to look for fires. Don't go too far. Even the top director would not likely cross into another director's area," an investigator later noted. "So, the person in charge of engineering didn't think it was his job to make sure the operating staff knew how to be safe in a fire or how to leave the building because he thought that was the job of the Operations Directorate. Brickell didn't talk about the tissue that was burning. In different situations, it could have been a small thing that didn't matter. In this situation, the tissue was a small sign of danger. It showed how even carefully planned truces can become dangerous if not done properly.

Fifteen minutes later, Brickell went back to his booth. Another person saw a little bit of smoke while going up the escalator and told a worker at the Underground. The safety inspector, Christopher Hayes, at King's Cross was finally woken up to check things out. A third person saw smoke and fire under the escalator, so they pressed a button to stop it and yelled at people to get off. The policeman saw a little bit of smoke in the tunnel of the escalator and saw flames starting to appear halfway down the steps.

However, the safety inspector, Hayes, did not contact the London Fire Brigade. He didn't see any smoke, and underground rules say not to call the fire department unless it's really needed. His radio didn't work underground, so he walked up a long staircase to get outside and called his bosses. They then told the fire department what was happening. At 7:36 in the evening, which was twenty-two minutes after Brickell was told about the fire, the fire department got a call about a small fire at King's Cross. People were rushing past the police officer who was outside talking on his radio. They were running into the train station, then going down into the tunnels, thinking about getting home in time for dinner. In a few minutes, a lot of them would be gone. At 7:36, a worker at the Underground closed off the entrance to the Piccadilly escalator and another worker started directing people to a different set of stairs. New trains came often. The areas where people got off the subway were very busy. A traffic jam started at the bottom of a set of stairs.

Hayes, the person who checks for safety, went into a hallway that leads to the room where the Piccadilly escalator's machine is. In the dark, there were buttons to control a sprinkler system made to put out fires on escalators. It was put in a long time ago, after a fire in another station caused a lot of bad reports about the dangers of a sudden fire. Over 25 studies and warnings have shown that the Underground was not ready for fires. The staff needed to be taught how to use sprinklers and fire extinguishers, which were available on every train platform. Two years ago, the deputy assistant chief of the London Fire Brigade sent a letter to the operations director for railways, expressing concern about the safety habits of subway workers. Please simplify this text. “Please simplify this text. Please make sure to call the Fire Brigade right away if you think there is a fire. "This could help people stay alive," But, Hayes, the safety checker, never saw that letter because it was sent to a different part of the company where he works, and the Underground's rules were not changed to show the warning. No one at King's Cross knew how to use the escalator sprinkler system or was allowed to use the fire extinguishers because a different department was in charge of them. Hayes totally forgot about the sprinkler system. The rules in the Underground made sure everyone stayed in their place, but they didn't allow for learning about anything beyond what you were supposed to know. Hayes ran past the sprinkler controls without even looking at them.

When he got to the machine room, it was really hot. He almost couldn't take it. He went back to the big room. Many people were waiting in line to buy tickets and many more were moving around the room, walking to their trains or exiting the station. Hayes saw a police officer. "We need to make the trains stop and evacuate everyone from this place," he said. The fire is spreading rapidly and we can't stop it. "It's spreading everywhere.

At 7:42, which was almost 30 minutes after the tissue caught on fire, the first firefighter arrived at King's Cross. As he walked into the ticketing hall, he saw thick black smoke creeping along the ceiling. The rubber handrails on the escalator were starting to catch fire. Commuters in the ticketing hall started to notice that something was not right as they smelled burning rubber. People started to leave as firefighters pushed their way through the crowd, trying to stop the fire from spreading. The whole escalator was on fire and giving off very hot gas that rose up to the top of the shaft. The gas got stuck against the tunnel's ceiling, which had about twenty layers of old paint on it. A few years ago, the person in charge of running the Underground

suggested that the paint could be a fire danger. Maybe he thinks we should take off the old layers before putting on a new one. But he doesn't know much about how to paint. The maintenance department was in charge of choosing the paint. The chief of the maintenance department thanked his colleague for the recommendation and said if he wanted to get involved with other departments, they would also get involved with his department.

CONCLUSION

In conclusion, the Rhode Island Hospital case study reminds us to think again about the way things are done in healthcare and other places. It supports taking time and care to develop good habits in a group, and making sure every person feels important and responsible. Only by intentionally practicing certain actions can institutions avoid the unexpected problems that hide beneath everyday tasks. This study shows that leaders need to look deeper into the habits of their organization, beyond just agreements and who has power. When things are not balanced, like in this situation, it can cause problems in talking to each other, making important decisions, and in the end, really bad results for patients. As organizations work together with different professionals, it's really important that they develop good habits that encourage fairness, respect, and working together as a team.

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CHAPTER 11

CATASTROPHIC CHAIN: THE KING'S CROSS STATION FIRE AND THE CRUCIAL ROLE OF CRISIS IN TRANSFORMING ORGANIZATIONAL HABITS

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ABSTRACT:

The catastrophic consequences of organizational habits through a detailed examination of the King's Cross Station Fire, unraveling the intricate web of routines and truces that contributed to institutional dysfunction. By dissecting the events leading to the tragedy, the research sheds light on how established habits, designed for efficiency and balance of power, can inadvertently compromise safety. The analysis delves into the paradoxical nature of organizational habits, emphasizing the challenges of maintaining a delicate equilibrium while prioritizing safety. Drawing parallels with successful organizational transformations in other industries, the study underscores the pivotal role of crisis in reshaping ingrained habits. The findings highlight the need for organizations to seize moments of turmoil, fostering a sense of urgency and readiness for change, ultimately steering towards a safer and more resilient operational framework. The central argument posits that crises, such as the King's Cross fire, provide unique opportunities to challenge and reshape institutional habits. Drawing parallels with other industries and organizations, the analysis emphasizes the transformative potential inherent in moments of upheaval, urging leaders to seize such opportunities to overhaul detrimental patterns and prioritize safety and efficiency.

KEYWORDS:

Crisis Management, Cultural Change, Emergency Response, Organizational Resilience, Paradigm Shift, Strategic Adaptation.

INTRODUCTION

As the very hot gases gathered at the top of the escalator shaft, the old layers of paint started to soak up the heat. Each time a new train came, it brought fresh air into the station and made the fire grow. At 7:43 in the evening, a train came and a man named Mark Silver got off. He knew right away that something was not right. The air was foggy and there were a lot of people on the platform.

The smoke was floating around him, swirling around the train cars on the tracks. He tried to get back on the train, but the doors were already shut. He hit the windows, but there was a rule to be on time: Once the doors were closed, they didn't open again. Silver and the other passengers yelled at the driver to open the doors while they were on the platform. The light turned green, and the train started moving. A woman ran on the tracks to catch the train as it went into the tunnel. "She yelled, 'Please let me come in. Silver walked towards the policeman who was telling people to go to a different stairway instead of the escalator at Piccadilly. Many scared people were waiting to go upstairs in a big group. Everyone could smell the smoke, and they were all crowded together. It was very hot, but Silver wasn't sure if it was from the fire or the crowded people. He eventually reached the end of the escalator that was not moving. As he walked up to the ticketing hall, he felt his legs getting really hot from the heat coming through

a 15-foot wall that was separating him from the Piccadilly shaft. "I looked up and saw the walls and ceiling heating up," he later said. At 7:45 in the evening, a train coming into the station blew a strong gust of air. As the oxygen fed the fire, the flames in the Piccadilly escalator roared. The hot gases at the top of the shaft caught on fire and caused everything inside, like the paint and wooden stairs, to also catch fire and explode. The sudden burning force acted like a gunpowder explosion at the bottom of a rifle barrel. It started to push the fire up through the tunnel, getting hotter and faster as it grew bigger. Then it burst out of the tunnel into the ticketing hall, setting everything on fire. The temperature in the hall got really hot really quickly, increasing by 150 degrees in just half a second. A police officer on an escalator saw a flame shoot up and form into a ball. There were almost fifty people in the hall at the time [1], [2].

On the street, someone felt a burst of heat come out of a subway exit and saw a person coming out looking unsteady. They went to help. "I grabbed his right hand with my right hand, but when our hands touched, I felt that his hand was very hot and some of the skin came off in my hand," the rescuer said. A police officer said that he was walking into the ticketing area when the explosion happened. He was hit in the face by a fireball and knocked to the ground. He is now in the hospital. My hands were on fire. "They were almost melting.

Not long after the explosion, many fire trucks came. Because the fire department's rules told them to use the hydrants on the street instead of the ones inside the subway station, and because none of the subway employees had maps of the station's layout, it took a long time to put out the fire.

The people who work at the station didn't learn how to use the sprinkler system or fire extinguishers because a different group was in charge of that equipment. The person who checks if the station is safe didn't see a letter from the London Fire Brigade about fire risks. The letter was sent to the operations director and it wasn't shared with others in the station. Workers were told to only call the fire department if there was no other option, to avoid scaring people who are using public transportation for no reason. The fire department wanted to use its own fire hydrants on the street, instead of using the water pipes in the ticketing hall. They were told not to use equipment from other agencies [3], [4].

In some ways, each of these unwritten rules kind of makes sense. For example, ticketing clerks were so busy selling tickets that they didn't notice any fire hazards because in the past, the Underground didn't have enough staff at the ticket booths. The workers left their stations to clean up trash or help tourists find their trains, causing long lines to form.

The clerks were told to only stay in their booths, sell tickets, and not think about anything else. It was successful. The lines vanished. If the store workers saw something wrong outside their shops that wasn't their problem, they ignored it. Why does the fire brigade always want to use their own equipment? It's because of a fire that happened ten years ago. The firefighters wasted time trying to connect their hoses to pipes they weren't used to, and as a result, the fire got worse. Later, everyone decided it was best to stay with what they already knew. None of these routines were chosen without reason. Each was made for a purpose. The Underground was very big and complicated, so it needed agreements to work well and avoid problems. Unlike in Rhode Island Hospital, each agreement created a real equality of power. No department was in control [5], [6].

DISCUSSION

The London Underground's usual schedules and agreements all made sense until a fire broke out. At that time, a terrible truth came out: No one was ultimately responsible for keeping the

passengers safe. At times, one thing, like a department, person, or goal, has to be more important than everything else, even if people don't like it or it disturbs the balance of power that keeps things running smoothly. At times, agreeing to stop fighting can cause more problems than it solves.

This observation has a contradictory problem. How can an organization make rules that balance who's in charge, while also choosing a leader? How do nurses and doctors share power while still showing who the boss is? How does a subway system avoid fights over control, while still keeping safety as the most important thing, even if it means changing who's in charge?

The key is to take advantage of the same opportunity that Tony Dungy had when he became the coach of the struggling Bucs and Paul O'Neill had when he became the CEO of failing Alcoa. Howard Schultz took advantage of the chance to help struggling Starbucks when he came back to the company in 2007. All those leaders took advantage of the opportunities that came from a crisis. During tough times, the way organizations work can change. This can help to make sure everyone shares responsibility and power more equally. Crises are very important, so much so that it can be better to make people feel like a disaster is about to happen rather than letting the situation calm down. Four months after an old man with a failed skull surgery died at Rhode Island Hospital, another doctor at the hospital made the same mistake by operating on the wrong part of another patient's head. The health department of the state scolded the facility and made them pay $50,000 as a penalty. A year and a half later, a doctor operated on the wrong part of a child's mouth while fixing a cleft palate. Five months later, a doctor operated on the wrong finger of a patient. Ten months later, a tool from a drill was left inside a man's head. The hospital had to pay $450,000 for breaking the rules [7], [8].

Other hospitals also have accidents like the one at Rhode Island Hospital. But this hospital became well-known for these mistakes. Local papers wrote long stories about each event. TV stations are waiting outside the hospital. The national news also got involved. "The issue will continue to exist," said a vice president of the national hospital accreditation organization to a reporter from Associated Press. Rhode Island Hospital is a mess, according to state medical officials. It felt like working in a place with a lot of danger," a nurse said to me. TV reporters were surprising doctors as they walked to their cars. A small boy asked me to make sure the doctor didn't cut off his arm during surgery by accident. It felt like everything was in chaos. Critics and the media were criticizing the hospital, and it felt like a crisis was happening. Some leaders became concerned that the place might not be recognized as a good institution. Others got upset and started to criticize the television stations for picking on them. "One doctor told me that they found a button that said 'Scapegoat' and were going to wear it to work. My wife said it was not a good idea.

A person in charge, Dr. [name], Mary Reich Cooper, who had recently become the main person in charge of making sure things are good, spoke next after the man who was eighty-six years old died. During talks with the hospital's bosses and workers, Cooper said they were thinking about the situation in the wrong way. She said that all the criticism wasn't a bad thing. Actually, the hospital was lucky to get an opportunity that rarely comes to organizations. "I saw this as a chance," Dr. Cooper talked to me. Hospitals have been trying for a long time to solve these problems, but they have not been successful [9], [10].

At times, people need a shock, and all the negative publicity was a big shock. It allowed us to look at everything again.

Rhode Island Hospital closed all planned surgeries for a day to train the staff on working together and giving more power to nurses and medical team. It cost a lot of money. The head of the neurosurgery department quit and a new person was chosen to lead. The hospital asked

a group of top medical institutions called the Center for Transforming Healthcare to help make the surgeries safer. Hospital staff put cameras in surgery rooms to check if safety checks were done and to make sure that a list of tasks is followed for each surgery. A computer system let hospital workers report problems that could harm patients without saying who they are. Some ideas were suggested at Rhode Island Hospital before, but they were always rejected. The doctors and nurses didn't want anyone to record their surgeries or for other hospitals to tell them how to do their work. When Rhode Island Hospital felt like it was in a serious situation, everyone was more willing to make changes [11], [12].

Other hospitals have also changed their ways after making mistakes, and have reduced the number of errors that they thought couldn't be improved just a few years ago. Just like Rhode Island Hospital, these places have realized that change usually only happens when there is a big problem that needs to be fixed. One of the hospitals that teaches at Harvard University, called Beth Israel Deaconess Medical Center, had a lot of problems and fights in the late 1990s. It all went into the newspapers and the nurses and bosses yelled at each other at public meetings. Some government workers were thinking about making the hospital shut down some areas until they could show that they wouldn't make any more mistakes. Then the hospital joined together to find ways to change its culture while it was under attack. Every three months, a senior doctor talked to hundreds of other doctors about a surgery or diagnosis, and explained in detail a mistake or almost-mistake to make sure everyone stayed safe.

Dr said it's really painful to admit a mistake in front of everyone. Donald Moorman was the second top surgeon at Beth Israel Deaconess until recently. "Twenty years ago, doctors refused to do it. " Hospitals are feeling really panicked now, and even the best surgeons are admitting that they almost made a big mistake.

The way medicine is practiced is changing. Strong leaders use difficult situations to change the way a company does things. NASA leaders tried to make the agency safer for many years, but they didn't succeed until the space shuttle Challenger exploded in 1986. After that sad event, the organization changed how it made sure things were done right. Airline pilots worked for many years to ask plane makers and air traffic controllers to change how cockpits were designed and how traffic controllers talked to them. In 1977, a plane crash on the Spanish island of Tenerife killed 583 people. After that, changes were made to airplane cockpit design, runway procedures, and air traffic controller communication within five years. Actually, a smart leader sometimes makes a crisis last longer on purpose because it can be a good chance to make changes and improve things. That's what happened after the King's Cross station fire. Five days after the fire, a person named Desmond Fennell was chosen by the British secretary of state to investigate what happened. Fennell talked to the leaders of the Underground and found out that everyone knew for a long time that there was a serious problem with fire safety, but nothing had been done to fix it. Some managers suggested new structures that would have made it clear who is responsible for preventing fires. Some people suggested that station managers should have more authority so they can create better communication between different parts of the company. None of those changes were made. When Fennell started making his own suggestions for changes, he faced the same problems. Department leaders refused to take responsibility and tried to undermine him by making threats to their employees. So he decided to make a big show out of his investigation in the media.

He asked for public meetings that went on for ninety-one days and showed that a group had not paid attention to many warnings about dangers. He told newspaper reporters that people were in serious danger when they took the subway. He questioned many people who said that in the organization, conflicts over territory were more important than keeping commuters safe. His last report, which came out almost a year after the fire, was a harsh 250-page criticism of

the Underground. It said the organization was struggling because of its ineffective bureaucracy. Fennell started looking into one night, but ended up investigating the whole system. He criticized and made suggestions that made the organization look bad.

The reaction was quick and very strong. People protested outside the offices of the Underground. The leader of the organization was fired. Many new rules were made and the way things were done in the Underground changed. Today, every train station has a manager who is mainly in charge of keeping passengers safe, and every employee must tell someone if they see any potential danger. All the trains are still on time. The Underground has changed its ways enough to show who is mainly responsible for preventing fires. Everyone is allowed to take action, even if it upsets someone else. Similar changes can happen at any company where bad habits have created unhealthy agreements. A company with bad habits can't improve just because a leader tells it to. Smart leaders intentionally look for times of trouble, or make it seem like there is trouble, and encourage the feeling that things need to change, until everyone is finally prepared to completely change the way they live each day.

Rahm Emanuel told a group of business leaders that it's important to take advantage of a crisis. He said this after the 2008 financial crisis, when he became President Obama's chief of staff. "This crisis gives us the chance to do new things. The Obama administration got Congress to agree to the president's $787 billion plan to help the economy. Congress made several changes to laws. They passed a health care reform law by Obama, and also updated consumer protection laws. They also approved many other laws, such as expanding children's health insurance and giving women more chances to sue for wage discrimination. It was a major change in policy, similar to the Great Society and the New Deal. It happened after a financial disaster, when lawmakers saw a chance to make changes. Something like this also happened at Rhode Island Hospital after the old man died and there were other mistakes during surgery. Since the hospital started using new safety rules in 2009, there have been no mistakes made in operating on the wrong part of the body. The hospital got a big award for its good critical care nursing and cancer care. The nurses and doctors who work there say that Rhode Island Hospital feels very different now, and that is very important.

In 2010, a young nurse named Allison Ward went into a surgery room to help with a regular surgery. She had been working in the operating room for a year. She was the youngest and had the least experience of anyone in the room. The surgical team came together before the surgery to have a quick meeting by the patient's bedside. The patient was asleep. The doctor followed a checklist on the wall to make sure all the steps of the surgery were done.

Andrew Pole had recently started working at Target as a data expert. Some people from the marketing department approached him and asked if his computers could identify which customers were pregnant, even if those customers didn't want Target to know. Pole was a person who studied statistics. His whole life was about using information to understand people. He grew up in a small town in North Dakota. While his friends were doing other activities, he liked to play with computers. After finishing college, he got a higher degree in statistics and then another one in economics. Most of his classmates in the economics program at the University of Missouri were going to work for insurance companies or the government, but Pole had different plans. He was very interested in how economists were using pattern analysis to understand why people behave the way they do. Pole had done some informal experiments. He had a party and asked everyone for their favorite jokes. Then he tried to use math to make the perfect short joke. He tried to figure out how much beer to drink before talking to women at parties. He didn't want to drink too much and embarrass himself.

But he knew that the experiments were not as important as how corporate America was using data to examine people's lives. Pole wanted to enter. So when he finished school, he found a job at Hallmark in Kansas City. He looked at sales data to see which birthday cards with pandas or elephants sold better. He also checked if the saying "What Happens at Grandma's Stays at Grandma's" is funnier in red or blue ink. It was really great.

Six years later, in 2002, Pole found out that Target was searching for people who were good at working with numbers, so he decided to apply for the job. He understood that collecting data from Target was on a much bigger scale. Every year, millions of people went to Target's 1,147 stores and shared lots of information about themselves. Most of them didn't know they were doing it. They used their loyalty cards, coupons, or credit cards at Target without knowing that Target could connect their purchases to a personalized profile based on their demographics.

To a person who studies numbers, this information was like a special window for looking at what customers like. Target sold all kinds of things like food, clothes, electronics, and outdoor furniture. They watched what people bought to figure out what they might need in their homes. Someone is purchasing new towels, bed sheets, cutlery, pots, and frozen meals. They may have recently bought a new home or are going through a divorce. A cart with bug spray, kids' underwear, a flashlight, batteries, Real Simple magazine, and a bottle of Chardonnay. Mom is excited for summer camp. Working at Target gave Pole the opportunity to observe the most complex of creatures - the American shopper - in their natural environment. He had to make math models that could find out which houses had kids and which had single people; which shoppers liked the outdoors and who preferred ice cream and romance books. Pole's job was to figure out what shoppers liked to buy so that the store could make more money. One day, some of Pole's co-workers from the marketing department came to his desk. They were trying to find out which of Target's customers were pregnant by looking at what they were buying. Expecting moms and new parents are very important to retail stores. Almost no one wants to buy products at any cost. It's not only nappies and wet wipes. Parents with babies are very tired and will buy anything they need, like juice, toilet paper, socks, and magazines, when they buy their baby supplies. Plus, if a new parent starts shopping at Target, they will keep coming back for many years.

Finding out who was having a baby could help Target make a lot of money. Pole was interested. What could be a more interesting challenge for a fortune teller who uses statistics than trying to understand shoppers' thoughts and even their bedrooms?

Pole learned important lessons about the dangers of taking advantage of people's personal habits after finishing the project. He would find out that keeping secrets can be just as important as knowing things, and that not all women like having a computer program look at their plans to have babies. Not everyone thinks it's cool to be able to read someone's mind using math. I think people who are not part of this could say it's like Big Brother," Pole told me. "That makes some people feel uneasy.

Once, a company like Target would have never hired a person like Andrew Pole. Just twenty years ago, stores didn't use data to analyze their business as much as they do now. Instead, stores like Target, grocery stores, malls, greeting card shops, and clothing stores, tried to figure out what customers were thinking by hiring psychologists who said they had special methods to make people spend more money. Some of those ways are still used now. If you go to Walmart, Home Depot, or a local store and pay attention, you will see tricks that have been used for a long time to make you buy more things without realizing it. For example, think about how you buy food.

When you walk into the grocery store, you will probably see lots of fruits and vegetables stacked up in a nice way. I don't think it's a good idea to put fruits and vegetables at the front of the store because they can get squished in the shopping cart. It would make more sense to put them near the checkouts so they are last on the shopping trip. As marketers and psychologists have learned, when we first buy healthy items, we are more likely to buy junk food like Doritos, Oreos, and frozen pizza later on. Feeling good about buying healthy food like butternut squash makes it easier to also buy treats like ice cream later on. Or most people choose to go right after walking into a store. Because of this trend, retailers stock the right side of the stores with the most popular products in the hopes that you will buy them right away. Or think about cereal and soups: When they're not in order and seem to be all over the place, we tend to stay longer and look at more options. You won't often find Raisin Bran next to Rice Chex. Instead, you will need to look for the cereal you want on the shelves, and you might feel like getting an extra box of a different brand.

The issue with these tactics is that they don't consider individual shoppers' differences. They are basic solutions that work for everyone to make them buy things. In the last 20 years, the retail market has become tougher, and big stores like Target realized they couldn't use the same old methods to succeed. The only way to make more money was to understand each shopper's habits and sell to them individually, with personalized messages that appeal to their specific buying preferences.

I realized that habits have a big impact on what we buy when we shop. A bunch of tests showed marketers that if they knew how a shopper behaved, they could make them buy lots of stuff. One research study used a tape recorder to record people while they shopped in grocery stores. Scientists wanted to understand how people decided what to buy. They specifically searched for shoppers who had a list of things to buy and had already decided what they wanted before coming to the store.

They found out that even though people made lists before they went shopping, over 50 percent of the time they ended up buying things when they saw them in the store. This happened because people's habits were more powerful than their plans. "I wonder," a shopper said to himself as he walked through a store. "Here are the snacks. I will not go with them. Hold on for a moment. "Oh wow, Lay's potato chips are on sale. He grabbed a bag and put it in his shopping cart. Some people kept buying the same brands every month, even if they didn't really like the product. Customers bought about the same amount of food every time they went shopping, even if they promised to buy less. Consumers often do the same things they have always done without thinking about what they really want. Two psychologists from the University of Southern California said this in 2009.

The studies showed that even though everyone used habits to decide what to buy, each person had different habits. The man who enjoyed potato chips always bought a bag whenever he went to the store, but the woman who liked Folgers coffee never went to the aisle with potato chips. Some people always bought milk even if they already had some at home, and some people who were trying to lose weight always bought desserts. But usually people who buy milk and people who really like desserts didn't have the same interests. Target wanted to use people's unique qualities to their advantage. But when lots of people come to your store every day, how do you remember what they like to buy and how they like to shop?

CONCLUSION

The bad results of a company's habits and the important role that crisis plays in making big changes happen. The things that happened before the tragedy show how the routines, agreements, and power struggles in the London Underground are all connected. This shows

that even when people usually act in a certain way, it can be really bad when something unexpected happens. The problem with organizational habits is that they can cause big problems when things go wrong, even though they usually work well. This shows that routines and agreements might keep things running smoothly most of the time, but they can cause serious problems in an emergency. The research shows the important point where safety and efficiency in an organization come together. It emphasizes the need to rethink the usual rules, especially when people's lives are in danger. The bigger meaning of this goes beyond the Underground. It makes us think about how habits in organizations can affect everyone's safety and happiness. The analysis focuses on how big changes can make a big difference in different industries and organizations. Crises give leaders a chance to make big changes, like changing habits and making safety and efficiency important.

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CHAPTER 12

TARGET'S DATA-DRIVEN STRATEGY: PREDICTING AND INFLUENCING CONSUMER BEHAVIOR

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ABSTRACT:

The Company's extensive efforts to predict and influence consumer behavior. Over the past decade, Target has constructed an expansive data warehouse, assigning each shopper a unique identification code known as the "Guest ID number." Through meticulous tracking of customer interactions, purchases, and demographic details, Target compiles an extensive profile for each shopper, enabling them to personalize advertising and promotions. The focus of this analysis is Target's innovative approach to anticipating major life events, particularly pregnancy, and the potential implications for consumer privacy. The narrative unfolds as Target's data analysts, led by Andrew Pole, develop a groundbreaking pregnancy prediction model, leveraging data patterns to identify expectant mothers and tailor marketing strategies. The article also explores the ethical considerations and challenges associated with such data-driven practices, emphasizing the delicate balance between personalization and consumer privacy. Target's journey exemplifies the evolving landscape of predictive analytics in retail and its profound impact on consumer habits and corporate success.

KEYWORDS:

Data-Driven, Decision-Making, Digital Transformation, E-Commerce, Marketing Analytics, Personalization.

INTRODUCTION

About ten years ago, Target started to create a big database that gave each shopper a code called the "Guest ID number his code kept track of how each person shopped. When a customer used a Target credit card, showed a frequent buyer tag, used a coupon, filled out a survey, mailed back a refund, called customer service, opened an email from Target, or bought something online, Target's computers recorded it. Every time someone bought something, it was recorded with their Guest ID number and other items they had bought before. Target collected or bought information about shoppers, such as their age, marital status, whether they had kids, where they lived, how far they drove to the store, how much money they made, if they moved recently, which websites they visited, the credit cards they had, and their phone numbers. Target can buy information about what type of shopper you are. This includes your ethnicity, job history, magazines you read, if you have declared bankruptcy, when you bought your house, where you went to college or graduate school, and if you prefer certain brands of coffee, toilet paper, cereal, or applesauce. Some companies like Graph listen to what people say online and keep track of which products they like. A company called Rap leaf sells information about what shoppers like to read, how much they donate to charity, how many cars they have, and if they like religious news or discounts on cigarettes. Other companies look at the pictures people post on the internet and figure out if they are fat or thin, short or tall, have hair or are bald. Then they use this information to decide what things the person might want to buy [1], [2].

Tom Davenport, a top researcher on how businesses use data and analytics, said that companies used to only know what their customers wanted them to know. “That world is no longer close to us. You might be surprised at how much information is available, and every business pays for it to stay in business. If you buy Popsicles every week with your Target credit card, usually at 6:30 P. MOn weekdays in July and October, Target's math and computer programs figure out that you have kids, shop for groceries after work, and need big trash bags. They also know you have a yard that needs mowing in the summer and trees that drop leaves in the fall.

It will check how you shop and see that you sometimes buy cereal, but never buy milk. This means you must be getting milk from another place. Target will send you coupons for items like milk, chocolate sprinkles, school supplies, lawn furniture, rakes, and possibly beer. The company will try to figure out what you usually buy, and then try to persuade you to buy it at Target. The company can make ads and coupons unique for each customer, but you wouldn't know that you got a different one than your neighbors. "We have your name, address, and payment method with your Guest ID. We can see if you have a Target Visa or debit card and track your purchases in the store," Pole said at a conference in 2010. The company knows who makes about half of all purchases in the store, almost all online purchases, and about a quarter of online browsing [3], [4].

At the conference, Pole showed a picture of the data Target collects. Someone in the audience was amazed by the picture. But the data is useless without statisticians to understand it. To someone who doesn't know much about it, two people who both buy orange juice seem the same. It takes a mathematician who is good at solving problems to figure out that one person is a 34-year-old woman buying juice for her kids and the other is a 28-year-old man who drinks juice after running. Pole and fifty others in Target's Guest Data and Analytical Services department found hidden habits in the facts. Pole told me that we call it the 'guest portrait. The more I learn about someone, the more accurately I can predict what they like to buy. I won't be able to figure everything out about you every time, but I'll be correct more often than I'll be wrong.

When Pole started working at Target in 2002, the analytics department had already made computer programs to find homes with kids. Each November, they would send their parents catalogs of bikes and scooters for Christmas, coupons for school supplies in September, and ads for pool toys in June. The computers searched for people who bought bikinis in April and gave them coupons for sunscreen in July and weight-loss books in December. Target could send every customer a coupon book with discounts for products they are likely to buy because they have bought these items before. Target is not the only company that wants to guess what people will buy. Companies like Postal Service, Fidelity Investments, Hewlett-Packard, Bank of America, and Capital One have departments that use "predictive analytics" to understand what consumers like. Target is skilled at finding the very tricky questions. It's obvious that if someone is buying cereal, they probably need milk too. However, there were other difficult and important questions that needed to be answered [5], [6].

That's why, a few weeks after Pole was hired, his coworkers asked if it was possible to find out if a woman was pregnant even if she didn't want anyone to know. In 1984, a professor from UCLA named Alan Andreasen wrote a paper to find out why some people start shopping differently all of a sudden. Andreasen's team spent a whole year calling people in Los Angeles and asking them about their recent shopping trips. Every time someone picked up the phone, the scientists would ask them a lot of questions about what kind of toothpaste and soap they bought and if they liked different brands now. Altogether, they talked to almost 300 people. Just like other scientists, they discovered that most people bought the same types of cereal and deodorant every week. Habits were very important.

DISCUSSION

Moving to a new home, getting married or divorced, losing or changing a job, and having someone join or leave your household can make people more susceptible to being influenced by marketers. Having a baby. For most people, having a baby is a big change. Therefore, new parents are more able to change their habits at that time than at any other time in their adult life. New moms and dads purchase a lot of things like diapers, cribs, blankets, and bottles from stores like Target. The stores make a lot of money from selling these items. In 2010, a study found that the typical parent spends $6,800 on baby stuff before their child turns one year old [7], [8].

But that's just the beginning of all the shopping options available. The money spent at first is very small compared to the money a store can make from the changing way new parents shop. Tired moms and dads who need baby supplies might start shopping for other things at Target too, like groceries, cleaning supplies, and clothes. Because it's simple. For a new mom or dad, the most important thing is to keep things simple. As soon as we have parents buying diapers from us, they will also start buying other things," Pole told me. If you are in a hurry at the store and you see orange juice while looking for bottles, you will quickly pick up a carton. Oh, and there's that new DVD I like. Soon, you will buy cereal and paper towels from us and want to come back for more.

Big stores really want to find new parents, so they will even go into hospitals to try to sell their products, even if the things they're selling are not for babies. A New York hospital gives new moms a bag with hair gel, face wash, shaving cream, an energy bar, shampoo, and a soft T-shirt. The package has coupons for taking pictures online, hand soap, and a gym nearby. There are also baby diapers and lotions, but they're hard to find among the other items. The Walt Disney Company gives presents to new moms in 580 hospitals in the US. They started a special division in 2010 to sell things to parents of babies. Procter & Gamble, Fisher-Price, and other companies have similar free gift programs. Disney thinks that the market for new baby products in North America is worth $36. 3 billion each year. However, for companies like Target, trying to attract new moms in the maternity ward is, in some ways, not early enough. At that time, a lot of people are already aware of them. Target didn't want to play against Disney and Procter & Gamble; they wanted to win against them. Target wanted to advertise to soon-to-be parents before the baby was born. That's why Andrew Pole's coworkers asked him to make a prediction algorithm for pregnancies. If they could find pregnant women as early as their second trimester, they could reach them before anyone else. The only issue was that it's difficult to figure out which customers are pregnant. Target had a list of gifts for a baby shower, and that helped them find some pregnant women. The soon-to-be mothers gave Target their due dates, so Target could send them coupons for prenatal vitamins or diapers. Only a small number of Target's pregnant customers used the registry [9], [10].

Then, there were other people who workers thought might be having a baby because they bought clothes for pregnant women, furniture for the baby's room, and lots of diapers. Thinking something is true and being certain it is true are not the same. How can you tell if someone buying diapers is pregnant or getting them as a gift for a pregnant friend. And when they buy them is important too. A coupon that can be used a month before it expires might be thrown away a few weeks after the baby is born.

Pole began solving the problem by checking the information in Target's baby shower registry. This helped him see how a pregnant woman's shopping habits changed as her due date got closer. The registry was like a place where he could try out his ideas. Every pregnant woman gave her name, her husband's name, and the date when her baby is expected to be born. Target's

data storage place could connect that information to the family's Guest IDs. So, whenever one of these women bought something in a store or online, Pole could figure out what stage of pregnancy the woman was in, based on the date she gave. Soon, he started to notice repetitive designs.

Pregnant women, he found out, shopped in specific ways. For instance, let's talk about lotions. Many people purchase lotion, but a Target worker who studies data noticed that women who are expecting a baby were buying a lot of unscented lotion in the early stage of their pregnancy. Another expert said that during the first twenty weeks, lots of pregnant women took lots of vitamins like calcium, magnesium, and zinc. Many people buy soap and cotton balls every month, but if someone starts buying a lot of unscented soap and cotton balls, along with hand sanitizers and many washcloths all at once, a few months after buying lotions and magnesium and zinc, it means they are getting ready to have a baby. Pole used a computer program to look at the information and found 25 different things that helped him see inside a woman's womb. He could figure out how far along she was in her pregnancy and when she was expected to give birth, so Target could send her coupons at the right time. After Pole finished, his program could give any normal shopper a score predicting if they were pregnant or not.

Jenny Ward, a 23-year-old in Atlanta, bought cocoa butter lotion, a big purse, zinc, magnesium, and a bright blue rug. There's a high chance she's pregnant and her baby is due in late August. Liz Alter is a 35-year-old woman in Brooklyn who bought washcloths, laundry detergent for sensitive skin, baggy jeans, vitamins with DHA, and lots of moisturizers. She has a 96 percent chance of getting pregnant and will likely have a baby in early May. Caitlin Pike is 39 years old and lives in San Francisco. She only bought a stroller for $250, so she might be buying it for a friend's baby shower. Also, aside from her personal information, she got divorced two years ago. Pole used his program on each person who shops at Target. After finishing, he had a long list of many women who were probably pregnant. Target could send them lots of ads for baby stuff like diapers, lotions, cribs, wipes, and maternity clothes when they were most likely to buy them. If some of those women or their husbands started shopping at Target, the company would make a lot of money. Just as the ads were about to start, someone in the marketing department wondered how women would feel when they realized how much Target knows about them. Pole told me that if we send a catalog to someone and congratulate them on their first child when they never told us they are pregnant, it will make some people feel uncomfortable. We always follow the privacy laws very carefully. Even if you're doing what's allowed, you can still make people uncomfortable with your actions. There is a good reason to be worried. About a year after Pole made his pregnancy prediction model, a man went to a Target store in Minnesota and asked to speak to the manager. He was holding onto a flyer. He was really mad. The manager said sorry a lot, and then called again a few days later to say sorry again.

The dad was a little embarrassed. "I spoke with my daughter," he said. "It seems like there have been some things happening in my house that I didn't know about. He paused to take a deep breath. She's having a baby in August. I'm sorry.

Other companies have also raised concerns among consumers, not just Target. Other companies have also been criticized for using data in less invasive ways. In 2011, a person from New York took McDonald's, CBS, Mazda, and Microsoft to court. They said that the companies' advertising agency was watching how people used the Internet to figure out what they liked to buy. There are lawsuits in California against stores like Target, Walmart, and Victoria's Secret because they are asking customers for their zip codes when they use credit cards and using that information to find out their addresses [11], [12].

Predicting if a woman is pregnant using data was a big problem for Pole and his team. It could cause a lot of negative attention. How can they give ads to pregnant women without seeming like they're spying? How can they use someone's habits without them knowing? In 2003, a person at Arista Records started telling DJs about a new song he thought they'd like. "Hey Ya" was a fun mix of funk, rock, and hip-hop with a bit of Big Band swing, from a really popular band. It didn't sound like anything else on the radio. "It gave me Goosebumps the first time I heard it," Bartels said to me. "It was a really popular song that people would hear at parties and dances for a long time. The executives at Arista offices were singing the chorus to each other as they walked through the hallways.

That sureness didn't come only from gut feeling. At that time, the music industry was changing, similar to the changes happening with data at Target and other places. Stores used computer programs to guess what people might buy, and radio stations used computer programs to guess what people might listen to.

A company called Polyphonic HMI in Spain made a program called Hit Song Science that used math to predict how popular a song would be. Hit Song Science compares the speed, highness of notes, tune, and chords of a song with many other songs to predict if it will be popular.

The program said Norah Jones' album Come Away with Me would be popular, even though most people in the music industry didn't think so. It was said that people would like the song "Why Don't you and I" by Santana, even though some DJs were unsure.

According to the information. They disliked it a lot, so many of them switched to a different station within the first thirty seconds of the song. It wasn't just at WIOQ, either. In cities like Chicago, Los Angeles, Phoenix, and Seattle, many people would change the radio station whenever they heard the song "Hey Ya. ""I really liked the song when I first heard it," said John Garabedian, who hosts a popular radio show that is listened to by over two million people every weekend. "But it didn't sound like the usual songs, so some people went crazy when they heard it. One person told me it was the worst thing they had ever heard. People like to listen to Top 40 music because they want to hear their favorite songs, or songs that are similar to their favorites. When something new comes on, they get upset. "They don't want anything new or strange.

Arista had put in a lot of money to promote Hey Ya. They wanted the song to be popular in the music and radio industries. Popular songs can make a lot of money because they get people to stop playing video games and using the Internet and listen to the radio instead. People also buy the songs, which adds to the money they make. An ad can make people want to buy sports cars on TV and clothes in cool stores. Popular songs are the reason why advertisers, TV stations, bars, dance clubs, and also technology companies like Apple make a lot of money.

One of the most expected songs, which the computer programs thought would be the best of the year, was not doing well. Radio bosses really wanted to find something that would make "Hey Ya. " a popular song. How can you make a song popular? This question has been confusing the music industry for a long time. People have been trying to find scientific answers to it for the last few decades. One of the first people to do this was a man named Rich Meyer who used to manage a radio station. In 1985, he and his wife Nancy started a company called Mediabase in the basement of their home in Chicago. Every morning, they would get up and collect tapes with recordings of songs from different cities. Then, they would count and study each song that was played. Meyer would publish a newsletter every week to keep track of which songs were becoming more popular and which ones were becoming less popular. In the beginning, the newsletter only had about 100 people signed up to receive it, and Meyer and his wife had a hard time keeping the company going. However, as more and more stations started

using Meyer's ideas to get more listeners, his newsletter, the data sold by Mediabase, and other similar services from data-focused consultants changed how radio stations operated.

Meyer really liked trying to figure out why people didn't change the radio station when certain songs were playing. DJs call these songs "sticky. Meyer has been keeping track of lots of sticky songs and trying to figure out what makes them popular. His office was full of charts and graphs showing the qualities of different popular songs. Meyer was always trying to find new ways to measure how popular a song was. When "Hey Ya. Came out, he started looking at data from tests to see if it gave him any new ideas.

Some really popular songs at that time were popular for obvious reasons - like "Crazy in Love" by Beyoncé and "Señorita" by Justin Timberlake. These songs had just come out and were already really popular, but that's because they were by famous singers. Some songs were popular for reasons that nobody really understood. For example, when radio stations played the song "Breathe" by Blu Cantrell in the summer of 2003, hardly anyone switched to a different station.

The song is very easy to forget, with a strong beat, and DJs didn't like it very much. They only played it because they had to. However, whenever the song played on the radio, people still listened to it for some reason, even though later surveys showed that they didn't actually like the song very much.

The bands don't have any special features and their music is not very exciting. Critics and listeners made a new category called "bath rock" to describe their not very interesting sounds. But whenever they played on the radio, hardly anyone switched to a different station. Some songs were disliked by listeners, but they still got stuck in their heads. Choose Christina Aguilera or Celine Dion. In many surveys, men said they really don't like Celine Dion and don't enjoy her songs. But when a song by Dion played on the radio, men kept listening. In Los Angeles, radio stations that played Dion at the end of each hour could increase their audience by up to 3%. This is a big deal in the radio industry. Men who didn't think they liked Dion may have actually enjoyed her music and listened closely when her songs were playing.

One night, Meyer sat down and kept listening to a lot of catchy songs one after another, repeating them over and over. As he watched, he began to see that they were all similar in some way.

The songs didn't sound similar. Some songs were slow and sad, while others were upbeat and catchy. However, they all sounded like what Meyer expected to hear from that type of music. They seemed familiar, like everything else on the radio, but a little better and closer to the perfect song. Sometimes radio stations will call people and ask them if they know a song they played, and the person might say they've heard it a lot. I'm really fed up with it," Meyer said to me. "When you hear a song on the radio, you feel like you know it and can sing along. These are the songs that are popular and often played on the radio. Your brain really likes that song because it sounds like other songs you already enjoy. Studies show that our brains like things that are familiar to us. Scientists studied how the brain reacts to music and found out which parts of the brain are used to understand sound. Listening to music makes different parts of the brain become active. These parts include the auditory cortex, the thalamus, and the superior parietal cortex. These areas help the brain recognize patterns and decide what to focus on and what to ignore.

The parts of the brain that process music are made to find patterns and recognize familiar sounds. This is logical. Music is hard to understand. The sounds in a song or on a busy street are so mixed up that it would be hard to understand them without our brain's ability to focus

on some sounds and ignore others. Our brains like music that is familiar because it helps us focus on the sounds without getting distracted. The scientists at MIT found that our habits help us deal with all the decisions we have to make each day. For example, our habits help us decide if we should listen to our child, the coach, or street noise during a soccer game. Listening habits help us automatically know which sounds are important and which ones we can ignore.

That's why songs that sound "familiar" even if you've never heard them before are catchy. Our brains like to hear sounds that are familiar to us. When Celine Dion comes out with a new song that sounds familiar, our brains automatically like it and the song becomes popular. You may not go to a Celine Dion concert, but you'll hear her songs on the radio while driving to work. Those songs match your habits perfectly. People who listen to the radio didn't want to have to think about whether they liked a new song every time it came on. Instead, their brains liked to do the same thing over and over again. Often, we don't get to decide if we do or don't like a song. It would be too hard to think a lot. Instead, we respond to the signals and rewards. Without thinking, we either start singing or reach over and change the station. In a way, Arista and radio DJs had a similar problem to the one Andrew Pole was dealing with at Target. People don't mind listening to a song they don't like if it sounds familiar. Pregnant women like getting coupons in the mail, but not if they show that Target is watching their pregnancies, which feels weird and scary. Receiving a coupon from Target that shows they know you're pregnant is not what a customer would expect. It's like telling a 42-year-old banker that he sang Celine Dion songs.

CONCLUSION

The company pays very close attention to details. They have created a "Guest ID number" and made a pregnancy prediction algorithm. This shows how much data analysis can be used to shape personalized marketing strategies. Target has done well in knowing when important events happen in people's lives, especially when they are going to have a baby. This shows that it can be helpful for stores to be ready for and react to what customers need. However, using data to make decisions also comes with ethical problems and difficulties.

The fine line between making things personal and respecting people's privacy is clear when shoppers feel uneasy about how much stores know about their personal lives. We need to always be careful and responsible when using people's private information for marketing, so that we don't make them feel uncomfortable.

As stores and shopping change, Target's experience teaches important lessons for companies using predictive analytics. The story of how Target uses data to stay ahead in business can teach other companies how to do the same without losing the trust of their customers.

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CHAPTER 13

SOCIAL DYNAMICS OF CHANGE: THE POWER OF FRIENDSHIP, WEAK TIES, AND PEER PRESSURE IN THE MONTGOMERY BUS BOYCOTT

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ABSTRACT:

The pivotal role of social dynamics in the Montgomery Bus Boycott, centering on the arrest of Rosa Parks and the subsequent movement that reshaped the civil rights landscape. The story unveils the intricate interplay of social habits, emphasizing the influence of strong ties forged through friendships, the power of weak ties connecting disparate communities, and the pervasive impact of peer pressure. Parks, deeply embedded in Montgomery's diverse social fabric, activated a network of friends who, in turn, catalyzed a protest that transcended the expected one-day event. The examination of weak ties reveals their significance in disseminating information and galvanizing support, underscoring their role in transforming individual acts of defiance into a society-wide movement. The study delves into the subtle mechanisms of peer pressure, highlighting its role in fostering a collective sense of obligation within neighborhoods and communities. Ultimately, this exploration sheds light on the social habits that fueled the Montgomery Bus Boycott and offers insights into the broader dynamics of social change.

KEYWORDS:

Cultural Shifts, Group Dynamics, Organizational Culture, Social Influence, Social Networks.

INTRODUCTION

The bus on Cleveland Avenue stopped and a small 42-year-old Black woman in glasses and a brown jacket got on. She paid ten cents to ride the bus. It was a Thursday, December 1st, 1955, in Montgomery, Alabama. She had finished a long day at Montgomery Fair, where she worked as a seamstress. The bus was full and, by the rules, the first four rows were only for white passengers. Black people were only allowed to sit at the back of the bus. But when Rosa Parks got on the bus, the back was full, so she sat in the middle where both black and white people could sit. As the bus kept going, more people got on. After a short time, all the seats were taken and some people, including a white passenger, were standing in the aisle and holding onto a bar above their heads. James F is the person who drives the bus. Blake told the black passengers to give up their seats for the white man, but they didn't move. It was loud. They may not have listened. Blake stopped his car at the bus stop in front of the Empire Theater on Montgomery Street and got out to walk back [1], [2].

At that time, the civil rights movement changed direction, but no one on the bus realized it. That first refusal led to a change in the way people fought for better race relations. Instead of just activists in courts and government, entire communities and mass protests got involved. Over the next year, more black people in Montgomery refused to use the city's buses until the law that separated black and white people on public buses was removed. They stopped their protest when the law was changed. The boycott would hurt the bus company's money, bring many protesters to rallies, and make Martin Luther King Jr. famousIt would also start a

movement that would spread to other places like Little Rock, Greensboro, Raleigh, Birmingham, and Congress. Parks would be seen as a hero, getting a special medal from the President and showing how one small act of defiance can make a big difference. But that's not all. Rosa Parks and the Montgomery bus boycott were very important for the civil rights movement because it was not just one person's actions, but also because of how people in society were acting. Parks's experiences show us how social habits, which are the behaviors that many people do without thinking, can have a big impact and change the world. People who are used to doing things together can join protests, even if they don't know each other or have different reasons. But they all move in the same direction. Social habits are the reason why some ideas become big movements that change the world, while others don't succeed. Social habits have a big effect because they are at the core of many movements, whether they are big changes or small changes in the churches people go to. This process has been seen by historians and sociologists many times [3], [4].

A movement begins when friends and close acquaintances come together. It grows because of how people in a community act, and the connections that keep neighborhoods and families close. And it continues because the leaders of a movement teach people new habits that make them feel like they have a new identity and ownership. Normally, a movement can only become self-sustaining and gain enough support when all three parts of this process are completed. There are different ways to bring about social change and many small details that vary from one time and fight to another. Understanding why people act the way they do in social situations helps us understand why Montgomery and Rosa Parks started the civil rights movement.

It wasn't certain that Parks would not get arrested for rebelling that day. Then, our usual behaviors took over, and something really great happened. Rosa Parks was not the first black person to be arrested for breaking the bus segregation laws in Montgomery. She was not the first that year. In 1946, Geneva Johnson got in trouble for arguing with a bus driver in Montgomery about where to sit. In 1949, Viola White, Katie Wing-field, and two black children were taken by the police for sitting in the white section and not wanting to move. That year, two black teenagers from New Jersey visited a place where buses were mixed, but they got arrested and put in jail for sitting next to a white man and a boy. In 1952, a police officer in Montgomery shot and killed a black man after he got into an argument with a bus driver. In 1955, not long before Parks went to jail, Claudette Colvin and Mary Louise Smith were also arrested for not giving up their seats to white people on the bus. None of those arrests caused people to stop buying or fighting against it. "There weren't a lot of people fighting for change in Montgomery at that time," said Taylor Branch, a historian who won a Pulitzer Prize for his work on civil rights. "People didn't plan any protests or marches. Activism was when people went to court to try to change things. Regular people didn't do it. When Martin Luther King, Jr. arrived in Montgomery in 1954, most of the city's black people were okay with segregation and didn't seem to be against it. They not only accepted being separated from others, but also accepted the mistreatment and disrespect that came with it [5], [6].

DISCUSSION

One reason is that the politics was changing. Last year, the United States the Supreme Court made a decision in the Brown v. Board of Education case. The Board of Education said that separating students based on their race in public schools is against the law. Six months before Parks was arrested, the Court made a decision known as Brown II, which ordered that schools must integrate as soon as possible. Many people felt that change was coming to the country. But that's not enough to explain why Montgomery became the center of the civil rights movement. Claudette Colvin and Mary Louise Smith were arrested after the Brown v. Board of Education case. The people were not angry about the board's decision. Many people in

Montgomery didn't understand how the Brown case from the courthouse would affect them. Montgomery was not like Atlanta or Austin or any other cities where things seemed to be getting better. "Montgomery was not a nice place," Branch said. "Racism was deeply ingrained there [7], [8].

When Parks got arrested, it caused something strange to happen in the city. Rosa Parks was highly respected in her community. She was not treated badly like other people who broke the bus segregation law. So when she got arrested, it started a chain of social behaviors - like friendship habits - that caused a protest to start. Parks belonged to many social networks in Montgomery, so her friends were able to act quickly before the community became uninterested. In Montgomery, many small groups made up the city's social life. The city had a directory of all the civil and social organizations, and it was almost as thick as the phone book. Every grown-up, especially every black grown-up, was part of a club, church, social group, community center, or neighborhood organization, and sometimes more than one. In these groups of people, everyone really liked and knew about Rosa Parks. Rosa Parks was someone who gave a lot and didn't expect much in return, according to Branch in his book on the civil rights movement. "Her personality stood out as unique and different from the others in the group. She had many friends from different races and economic backgrounds in the city. She worked for the local NAACP, went to the Methodist church, and helped with a youth group at the Lutheran church near her home. She gave up some of her weekends to help at a shelter, spent time with a group that loves plants, and on Wednesday nights joined some women who knit blankets for a nearby hospital. She offered to make clothes for poor families and did last-minute alterations for rich white girls going to their first parties. She was very involved in the community and her husband complained that she went to potlucks more often than eating at home.

Most people tend to have friends who are similar to them, according to sociologists. We may have some friends who are richer, some who are poorer, and some of different races. But in general, we tend to have deeper relationships with people who are similar to us in looks, income, and background. Parks had friends from all different social and economic levels in Montgomery. She had many close relationships with different groups in Montgomery that didn't usually interact with each other. Branch said that this was really important. "Rosa Parks rose above the divisions in black society and in Montgomery. She was friends with farm workers and teachers from the university [9], [10].

And the strength of those friendships was clear when Parks ended up in jail. Rosa Parks phoned her parents from the police station. She was very worried, and her mother, who didn't know what to do, started thinking about who Parks's friends were and if anyone could help. She phoned E's wife. Nixon, who used to lead the Montgomery NAACP, called her husband and asked him to bail Parks out of jail. He said yes right away and called a well-known white lawyer named Clifford Durr, who knew Parks because she had sewn dresses for his three daughters.

Nixon and Durr went to the jail, paid money to get Parks out, and brought her back home. They were searching for a good case to challenge Montgomery's bus segregation laws. They saw an opportunity and asked Parks if she would be willing to let them fight her arrest in court. Parks's husband didn't like the idea. "The white people will hurt you, Rosa," he said to her.

Parks had been working with Nixon at the NAACP for many years. She was at Durr's house and helped his daughters get ready for cotillion balls. Now her friends wanted her to do something for them. She said she would be happy to go along if she thought it would help Montgomery and do some good.

That night - just a few hours after Parks was arrested - people in the black community started hearing about Parks being put in jail. Jo Ann Robinson, who is the leader of a group of schoolteachers and a friend of Parks from many organizations, found out about it. Many of the schoolteachers in Robinson's group, as well as many of the parents of their students, also did the same. Around midnight, Robinson had a sudden meeting and said everyone should not use the city buses on Monday, when Parks was going to court in four days. Later, Robinson quietly went into her office's photocopying room and made copies of a flyer. Another black woman has been arrested and put in jail because she didn't want to give up her seat on the bus for a white person to sit. "This woman's case will be heard on Monday. We want all Black people to not ride the buses on Monday to show that we are upset about the arrest and trial [11], [12].

The next day, Robinson handed out a lot of papers to teachers and asked them to give them to parents and other people at the school. Within one day of Parks being arrested, news of her arrest and the boycott had reached important groups in the city, like the local NAACP, a big political group, many black teachers, and their students' parents. Lots of people who got a flyer knew Rosa Parks personally. They had sat next to her in church or at a volunteer meeting and thought of her as a friend. Friendship comes with a natural instinct to stand up for our friends when they are treated unfairly. Research has found that it is easier for people to ignore a stranger getting hurt, but if a friend is insulted, we feel angry enough to take action and protest. When Parks's friends found out she was arrested and the boycott, they wanted to help her because they respected her.

The first large protest for civil rights could have started because of any of the earlier arrests. It all started with Rosa Parks, who had many friends from different backgrounds. When she got arrested, her friends naturally reacted by showing their support. However, most people thought the protest would only last for one day. Every day, there are small protests happening all over the world. Most of them don't last very long. No one has so many friends that they can change the world. That's why the second part of the social habits of movements is really important. The Montgomery bus boycott became a big movement because the black community felt it was their duty to come together after Parks' friends started telling people about it. People who didn't know Rosa Parks well felt pressured by their friends to join in and couldn't say no. This is called the power of weak ties.

Try to imagine that you are a middle manager at a successful company. You are doing well and people like you. You have worked hard to make a good name for yourself at your job and make friends who can help you with work and advice. You are a member of a church, a gym, and a country club, and also your college's alumni association. People really like you and they often want you to be part of different groups. When people in your area hear about a job or business opportunity, they usually tell you about it. Now think about receiving a phone call. He is a manager at another company who is searching for a new job. He's asking if you can speak to your boss for him. If you don't know the person, it's an easy choice. Why take the chance of hurting your reputation at work to help a stranger.

"If the person on the phone is a good friend, then it's also an easy decision. Sure, you will help. That's what friends are supposed to do. What if the person calling is not a close friend or a stranger, but someone in the middle? What if you have some mutual friends but don't know each other well. Would you recommend the caller for a job when your boss asks? How much of your own reputation and effort are you willing to use to help a friend of a friend get a job.

In the late 1960s, a student at Harvard named Mark Granovetter wanted to find out how 282 men got their jobs. He kept a record of how they found out about job openings, who they asked for help, the ways they got interviews, and most importantly, who had helped them. He found

that when people asked strangers for help with finding a job, they were turned down. When they asked their friends for help, they got it. Even more surprising was how many times people looking for a job got help from people they sort of knew, like friends of friends, who were not really close friends. Granovetter used the term "weak ties" to describe the connections between people who have some things in common, like knowing the same people or being part of the same groups, but are not close friends themselves.

Actually, Granovetter found that when you're trying to get a job, it's often more helpful to know people you're not very close with than to rely on your close friends. This is because these weaker connections can open up opportunities in networks that we wouldn't have access to otherwise. Most of the people Granovetter looked at found out about new job chances from people they didn't know very well. This makes sense because we usually talk to our best friends all the time, or work with them, or read the same things as them. We probably already know about a new opportunity by the time they find out about it. On the other hand, the people we don't know very well, but see occasionally, are the ones who tell us about job opportunities we wouldn't find out about otherwise.

When sociologists look at how opinions and gossip spread in communities, they have found that our less close friends can be just as influential, if not more, than our close friends. Granovetter said that people with only a few acquaintances will miss out on learning about things happening in other places, and will only know about what their close friends know. This lack of exposure can make it hard for them to keep up with new ideas and trends. It can also make it harder for them to get a good job and move up in their career. Please rewrite the following text in simpler language: Original text: "The fast-paced nature of modern life often leads to stress and anxiety for many people. It is important to find ways to relax and unwind in order to maintain mental well-being. Modern life can be busy and stressful, which can make people feel anxious. It's important to find ways to calm down and relax to keep your mind healthy. Finding out about the right job opportunities at the perfect time. Additionally, it can be hard to get these people to join or work with political groups. When people only recruit from their small groups, the momentum doesn't spread to other people. Therefore, the majority of the people will not be affected.

The power of weak connections can help a protest grow from a small group of friends to a big social movement. Getting a lot of people to work together towards the same goal is tough, especially when it means experiencing difficulties like walking to work instead of taking the bus, or even getting in trouble, or giving up things like coffee if the company that makes it doesn't support organic farming. Many people don't care enough about the latest problem to change their plans unless it's about a close friend being insulted or put in jail. There is a tool that activists use to make people protest, even if they don't want to. It's a way to convince people that has been very successful for a long time. It's the feeling of duty that neighborhoods or communities have toward each other.

Peer pressure is when people feel like they have to do what everyone else is doing. It's hard to explain because it can look different for each person. These social habits are not one single way of behaving, but lots of small habits that add up to everyone doing the same thing.

The habits that come from peer pressure have something in common. They usually travel through connections that are not very strong. And they have power because everyone expects them to. If you don't follow the rules of your neighborhood and community, you might not be as well-liked by others. You could lose the benefits of being in the country club, alumni association, or church. Simply put, if you don't help the person calling for a job, they may complain to someone else, who could then tell others, and this could harm your reputation and

make it hard for you to attract clients. Playing with friends can make you feel like you have to do things you don't want to do. In the grown-up world, it's how work gets done and people come together to help each other.

Peer pressure alone is not strong enough to keep a movement going. When good friendships and peer pressure come together, they can make a big impact. That's when a lot of people start to change society. To understand how both close and casual connections can help a movement, look ahead nine years after Rosa Parks was arrested. Hundreds of young people were willing to take big risks to fight for civil rights. In 1964, kids from all over the country, mostly white students from Harvard, Yale, and other northern colleges, wanted to join the "Mississippi Summer Project. It was a ten-week program to help black people in the South to be able to vote. The project was called Freedom Summer, and a lot of people who wanted to join knew it would be risky. Before the program started, newspapers and magazines were full of articles predicting violence. Many students were scared and did not join the Mississippi Summer Project, even though they wanted to. More than 1,000 people were accepted to go to Freedom Summer, but when it was time to go in June, more than 300 of them chose not to go.

In the 1980s, a scientist at the University of Arizona named Doug McAdam started thinking about why some people joined Freedom Summer and others did not. He began by reading 720 applications that students submitted many years ago. Each one had five pages. People were asked about where they come from, why they wanted to go to Mississippi, and their experiences with registering to vote. They were asked to give a list of names of people organizers should call if they were taken by the police. There were written papers, sources, and, for some people, conversations. Applying was not an easy thing to do.

McAdam first thought that students who went to Mississippi had different reasons for going than those who stayed home. This could explain why they did different things. He separated the applicants into two groups to see if his idea worked. The first group of people wanted to go to Mississippi for reasons that were mainly about themselves, like wanting to challenge themselves, be where exciting things were happening, or to learn about life in the South. The second group wanted to go to Mississippi to help black people, support democracy, or show that nonviolence can create change. McAdam thought that the people who were mainly thinking about themselves would be more likely to stay home when they realized how dangerous Freedom Summer could be. People who think about others and care about their needs are more likely to take the bus.

CONCLUSION

The Montgomery Bus Boycott showed how people working together can make big changes in civil rights history. It started with one person but grew into a powerful movement. In understanding this important moment, the story shows how important friendship was. It shows Rosa Parks as a key person whose many strong connections started the protest. Moreover, studying weak connections shows that they can link different groups, spread information, and gather support, making the movement reach more people than just those in close social groups. Peer pressure is when people feel like they have to do what their friends are doing. It can make them do things they might not want to do because they feel a strong sense of duty to their group. The people's routines in their neighborhoods and communities were important in keeping the boycott going. Studying these dynamics can help us understand how social change happens. It shows us how everyday interactions and relationships can come together to challenge long-standing societal rules.

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