

## Stanford eCorner

**Pivotal Moments Can Be Sobering** 

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Stanford business professor and bestselling author Chip Heath explains how unique activities tend to be memorable, even those that feel uncomfortable at the time, as long as they are profound. "Defining moments are moments that change our trajectory, and move us toward goodness. But they're not always positive," says Heath, an expert in organizational behavior who wrote the book "The Power of Moments" with his brother, Dan.



## **Transcript**

- So doing something novel is always good, to make something memorable or remarkable.. And I also like the insight that it's not always a positive moment.. So one of the most popular courses at Harvard is actually run out of the Career Counseling Center.. And one of the things that they do with audiences like you and especially those of you that wanna be entrepreneurs is they say, what are your goals for the next five to 10 years? And everybody writes down their goals.. And then they have this exercise where they say, okay, take your calendar, your phone, you know, whatever mechanism you use to keep your calendar.. Look at the last two weeks.. Shade in the times during those last two weeks when you were pursuing that five year, 10 year goal.. And people do that exercise, and it's like, oh, no.. You know, it's like, I had nothing in the last two weeks pursuing that five year goal.. That's not a positive moment of delight, but it is a profound moment because we realize how little, unless we take time, how little we are pursuing the goals that we say that we want to pursue in the course of the normal existence..

So I think defining moments are moments that change our trajectory and move us towards goodness, but they're not always positive...