

causes some people to slide into unwanted habits and enables others to enjoy the compounding effects of good ones?

FORGET ABOUT GOALS, FOCUS ON SYSTEMS INSTEAD

Prevailing wisdom claims that the best way to achieve what we want in life—getting into better shape, building a successful business, relaxing more and worrying less, spending more time with friends and family—is to set specific, actionable goals.

For many years, this was how I approached my habits, too. Each one was a goal to be reached. I set goals for the grades I wanted to get in school, for the weights I wanted to lift in the gym, for the profits I wanted to earn in business. I succeeded at a few, but I failed at a lot of them. Eventually, I began to realize that my results had very little to do with the goals I set and nearly everything to do with the systems I followed.

What's the difference between systems and goals? It's a distinction I first learned from Scott Adams, the cartoonist behind the *Dilbert* comic. Goals are about the results you want to achieve. Systems are about the processes that lead to those results.

- If you're a coach, your goal might be to win a championship. Your system is the way you recruit players, manage your assistant coaches, and conduct practice.
- If you're an entrepreneur, your goal might be to build a million-dollar business. Your system is how you test product ideas, hire employees, and run marketing campaigns.
- If you're a musician, your goal might be to play a new piece. Your system is how often you practice, how you break down and tackle difficult measures, and your method for receiving feedback from your instructor.

Now for the interesting question: If you completely ignored your goals and focused only on your system, would you still succeed? For example, if you were a basketball coach and you ignored your goal to win a championship and focused only on what your team does at practice each day, would you still get results?

I think you would.

The goal in any sport is to finish with the best score, but it would be ridiculous to spend the whole game staring at the scoreboard. The only way to actually win is to get better each day. In the words of three-time Super Bowl winner Bill Walsh, “The score takes care of itself.” The same is true for other areas of life. If you want better results, then forget about setting goals. Focus on your system instead.

What do I mean by this? Are goals completely useless? Of course not. Goals are good for setting a direction, but systems are best for making progress. A handful of problems arise when you spend too much time thinking about your goals and not enough time designing your systems.

Problem #1: Winners and losers have the same goals.

Goal setting suffers from a serious case of survivorship bias. We concentrate on the people who end up winning—the survivors—and mistakenly assume that ambitious goals led to their success while overlooking all of the people who had the same objective but didn’t succeed.

Every Olympian wants to win a gold medal. Every candidate wants to get the job. And if successful and unsuccessful people share the same goals, then the goal cannot be what differentiates the winners from the losers. It wasn’t the *goal* of winning the Tour de France that propelled the British cyclists to the top of the sport. Presumably, they had wanted to win the race every year before—just like every other professional team. The goal had always been there. It was only when they implemented a *system* of continuous small improvements that they achieved a different outcome.

Problem #2: Achieving a goal is only a momentary change.

Imagine you have a messy room and you set a goal to clean it. If you summon the energy to tidy up, then you will have a clean room—for now. But if you maintain the same sloppy, pack-rat habits that led to a messy room in the first place, soon you’ll be looking at a new pile of clutter and hoping for another burst of motivation. You’re left chasing the same outcome because you never changed the system behind it. You treated a symptom without addressing the cause.

Achieving a goal only changes your life *for the moment*. That’s the counterintuitive thing about improvement. We think we need to change our results, but the results are not the problem. What we really need to change are the systems that cause those results. When you solve problems at the results

level, you only solve them temporarily. In order to improve for good, you need to solve problems at the systems level. Fix the inputs and the outputs will fix themselves.

Problem #3: Goals restrict your happiness.

The implicit assumption behind any goal is this: “Once I reach my goal, then I’ll be happy.” The problem with a goals-first mentality is that you’re continually putting happiness off until the next milestone. I’ve slipped into this trap so many times I’ve lost count. For years, happiness was always something for my future self to enjoy. I promised myself that once I gained twenty pounds of muscle or after my business was featured in the *New York Times*, then I could finally relax.

Furthermore, goals create an “either-or” conflict: either you achieve your goal and are successful or you fail and you are a disappointment. You mentally box yourself into a narrow version of happiness. This is misguided. It is unlikely that your actual path through life will match the exact journey you had in mind when you set out. It makes no sense to restrict your satisfaction to one scenario when there are many paths to success.

A systems-first mentality provides the antidote. When you fall in love with the process rather than the product, you don’t have to wait to give yourself permission to be happy. You can be satisfied anytime your system is running. And a system can be successful in many different forms, not just the one you first envision.

Problem #4: Goals are at odds with long-term progress.

Finally, a goal-oriented mind-set can create a “yo-yo” effect. Many runners work hard for months, but as soon as they cross the finish line, they stop training. The race is no longer there to motivate them. When all of your hard work is focused on a particular goal, what is left to push you forward after you achieve it? This is why many people find themselves reverting to their old habits after accomplishing a goal.

The purpose of setting goals is to win the game. The purpose of building systems is to continue playing the game. True long-term thinking is goal-less thinking. It’s not about any single accomplishment. It is about the cycle of endless refinement and continuous improvement. Ultimately, it is your commitment to the *process* that will determine your *progress*.

A SYSTEM OF ATOMIC HABITS

If you're having trouble changing your habits, the problem isn't you. The problem is your system. Bad habits repeat themselves again and again not because you don't want to change, but because you have the wrong system for change.

You do not rise to the level of your goals. You fall to the level of your systems.

Focusing on the overall system, rather than a single goal, is one of the core themes of this book. It is also one of the deeper meanings behind the word *atomic*. By now, you've probably realized that an atomic habit refers to a tiny change, a marginal gain, a 1 percent improvement. But atomic habits are not just any old habits, however small. They are little habits that are part of a larger system. Just as atoms are the building blocks of molecules, atomic habits are the building blocks of remarkable results.

Habits are like the atoms of our lives. Each one is a fundamental unit that contributes to your overall improvement. At first, these tiny routines seem insignificant, but soon they build on each other and fuel bigger wins that multiply to a degree that far outweighs the cost of their initial investment. They are both small and mighty. This is the meaning of the phrase *atomic habits*—a regular practice or routine that is not only small and easy to do, but also the source of incredible power; a component of the system of compound growth.