1-Page Summary 1-Page Book Summary of The Tipping Point

How do you create a trend, or a social movement, or a product that people can't get enough of? What you are trying to ignite is a social epidemic, when an idea, message, or product spreads through the public masses like wildfire and creates a craze.

Take a cue from medical epidemics: When a virus spreads, it starts with one person — Patient Zero — who gets sick and infects a handful of others. Then each infected person passes the germs to more people, and with exponential speed and reach the virus spreads until it reaches epidemic proportions. Ideas, messages, behaviors, and products can spread through a population in a social epidemic in the same way that viruses spread.

Epidemics have a few common characteristics.

- Epidemics are contagious. Whether a virus or an idea, it passes quickly and easily from person to person.
- Small changes have big impacts. In the case of a flu going around the office, a change in the strain of the virus could make it last longer, which creates a bigger window of time that people are sick and can spread the germs.
- Epidemics don't build gradually and steadily; they grow and reach a boiling point or critical mass, at which point they explode and turn into an epidemic. That threshold is called the tipping point.

This book focuses on how to push ideas or products to a tipping point in order to create a social epidemic. There are three factors that can be adjusted to tip an idea to a social epidemic: the messenger, the message itself, or the context of the message. You can turn your ordinary idea into an epidemic by altering one or more of these aspects.

- The Law of the Few: Certain types of people are especially effective at spreading an infectious idea, product, or behavior.
- The Stickiness Factor: You can change the presentation of a message to make it more contagious and stickier (having a more lasting impact).
- The Power of Context: The environment in which the message or idea is delivered can have a huge impact on whether enough people adopt and spread it to create an epidemic.

The Law of the Few

When you're trying to spread a message, idea, or product to epidemic proportions, you need people to help preach your message and spread the word to the masses. The Law of the Few proposes that there are certain, special types of people who are much more effective at broadcasting your idea and getting people to listen and follow suit. These special people are exceptional either in their social connections, knowledge, or persuasiveness and fall into three personality types: Connectors, Mavens, and Salesmen. (In the full summary, we'll look at how these critical personality traits contributed to the success of Paul Revere's midnight ride.)

Connectors: Social Butterflies

Connectors are people who seem to know everyone. You can find Connectors in every walk of life; they are sociable, gregarious, and are naturally skilled at making — and keeping in contact with — friends and acquaintances.

Connectors tend to be connected to many communities — whether through interests and hobbies, jobs that cause them to work with people in other fields, or other experiences. Their strength is in occupying many different worlds, and bringing them together.

However, Connectors are not close with all their connections. In fact, Connectors' power is in having lots of acquaintances, or “weak ties.” Your acquaintances typically have different social circles and communities — exposing them to different people and information — than you, whereas your friends’ knowledge and social ties tend to largely overlap with your own. Thus, your friends can help spread a message in the same communities you occupy, but weak ties can help spread that message beyond your reach because they belong to different worlds than you do.

For this reason, weak ties are more valuable than close friends in creating a wider reach for spreading epidemics, and Connectors are the hubs at the center of all those worlds.

Mavens: Data Banks

While Connectors are people specialists who know many people and can spread information widely, Mavens are information specialists; they are endlessly curious and adept at gathering and retaining information on a wide variety of (sometimes obscure) topics.

A Maven's influence is in the power of her recommendation. People know that Mavens are knowledgeable and trustworthy sources of information, so a Maven's word carries a lot of weight. If a Maven suggests you check out a budding epidemic,
you're inclined to listen.

Mavens also love to share their knowledge with other people, and are socially motivated to help people with the information they've gathered: A Maven is the kind of person who not only clips coupons and knows when a store is having a sale, but also shares coupons with her friends.

Mavens' genuine helpfulness inspires more trust and credibility — people know Mavens have no agenda or ulterior motive — so when they give recommendations people tend to take them more seriously. In a social epidemic, they serve as data banks — they carry the message, with authoritativeness.

**Salesmen: Persuaders**

Salesmen are the people who pitch the idea or message behind an epidemic and persuade people to jump on board. They do not merely store and share information; **Salesmen want to convince you to follow their advice.**

Salesmen have the right words plus an inherent energy, enthusiasm, charm, and likability that makes people want to listen to them. Plus, Salesmen instinctively know how to use nonverbal cues to reinforce their power of persuasion.

Nonverbal communication — including facial expressions, tone of voice, eye contact, and body language — have a powerful impact on us, even when they are so subtle that we don't notice them. People naturally fall into a conversational rhythm when they talk, subconsciously matching speech cadence, tone, and volume. The better your conversational harmony with someone, the more connected you feel to them.

Salesmen are masters at not only matching conversational rhythms, but drawing people into their own rhythms and setting the tone for the interaction. This natural ability makes Salesmen particularly skillful at influencing people's emotions and thus persuading them to join a movement.

**Employing the Law of the Few**

As Gladwell illustrates with his varied examples, social epidemics take many forms — from fashion crazes to rumors to crime waves — and each calls for a unique combination and application of the three principles he discusses. Not every principle will be applicable to a given epidemic, and similarly, not every messenger will be effective. The key is to understand how these strategies can be employed so that you can determine what's most effective in your situation.

(Shortform note: Overall, the book doesn't offer much — if any — general tips for applying these strategies, presumably because each situation is so unique. Instead, Gladwell focuses on driving home understanding of the principles based on research, his explanations, and case studies.)

**The Stickiness Factor**

The Law of the Few declares that the right messengers can tip and spread an epidemic. However, **your messengers can only succeed when the message is one that will catch on — in other words, it must be "sticky,"** meaning that it must be memorable enough to inspire action or change. If you don't remember the message, what are the chances you will change your behavior or buy the product?

If an idea or product isn't catching on, don't assume that it's inherently unsticky. Generally, it's just the presentation of the message that must be tweaked to make it sticky.

This doesn't mean you have to make the message loud or in-your-face to make it sticky; in fact, small, subtle changes are often the key to stickiness. In one example, a researcher distributed pamphlets trying to influence Yale students to get free tetanus shots at the campus health center. Details and photos emphasizing the danger of the disease had virtually no impact, but adding a campus map, circling the health center, and adding the hours the shots were available produced results. Adding information that was more practical and personal made the message sticky.

You have to know your audience to determine how to make information sticky for them; it may require tapping into their interests or subconscious motivation. The forces that inspire people to act are not always intuitive, so sometimes market or scientific research can be useful in developing sticky strategies.

In the full summary, we'll take a look at how the creators of *Sesame Street* and *Blue's Clues* made small but critical changes to make their educational content stickier. They used research to develop strategies, including putting Muppets and human characters together in the same scenes — inspiring the creation of Big Bird and Oscar the Grouch — and airing the same episode five days in a row before debuting the next one.

**The Power of Context**
The third principle has to do with the conditions that lend themselves to an epidemic catching on. The Power of Context capitalizes on the fact that **human behavior is greatly affected by the context of our environments**, and that altering the physical environment or social context in which people receive your message can make them more receptive to it. Even subtle, seemingly insignificant changes in our environments can make us more likely to change our behavior. When done on a broad enough scale, this can ignite an epidemic.

**Environmental Context: Scenery Affects Behavior**

One way of manipulating context is to alter the physical environment in some way. The New York City police used the Power of Context by implementing the Broken Windows Theory to reduce violent crime by cracking down on smaller infractions, including diligently cleaning graffiti on subway trains. The basis of this idea is that **subtle environmental cues** — like graffiti-covered subway trains — *send a message that anything goes*, and that mindset snowballs into more serious crimes.

(Shortform example: If you are in a public restroom that's smelly, unkempt, and littered with crumpled seat covers and used paper towels, you're less inclined to pick your paper towel up and put it back in the trash if...)

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Here's a preview of the rest of Shortform's The Tipping Point summary:

**The Tipping Point Summary Introduction: Ideas Spread Like Viruses**

You see the phenomenon every flu season: Someone in your office catches a bug, and within a week it seems half her department is infected. In two weeks, there are people showing those same flu symptoms in every department, and by the end of the month half the office has caught the bug.

Each person who catches the virus can infect a whole new set of people, and each of them does the same, in an ongoing ripple effect. The virus continues spreading this way, ultimately creating an epidemic. This is how epidemics grow through geometric progression: When a virus spreads, it doubles, and doubles again, and doubles again, and through that process it grows exponentially.

**Ideas, messages, behaviors, and products can spread through a population in a social epidemic in the same way that viruses spread.** Epidemics have a few common characteristics.

- **Epidemics are contagious.** Whether a virus or an idea, it passes quickly and easily from person to person.
- **Small changes have big impacts.** In the case of a flu going around the office, a change in the strain of the virus could make it last longer, which creates a bigger window of time that people are sick and can spread the germs. Or, something as small as running out of tissues or hand sanitizer in the conference rooms could make a significant difference in the virus’ spread.
- **Epidemics don’t build gradually and steadily; they grow and reach a boiling point or critical mass, at which point they explode and turn into an epidemic.** That threshold is called the tipping point.

It can be hard to wrap our head around the notion that drastic change happens at one particular point because we tend to think that significant changes occur in a steady progression (e.g. a river doesn’t flood instantaneously when a storm hits; the water steadily rises over hours of heavy rain). But the *tipping point is a critical moment when minor change makes all the difference* (e.g. the moment the water crests the river bank).

Think of snow: The difference between 34 and 31 degrees Fahrenheit doesn't feel much colder than...
Epidemic

There are three factors that can be adjusted to turn an idea into a social epidemic: the messenger, the message itself, or the context of the message.

- The Law of the Few: Certain types of people are especially effective at spreading an infectious idea, product, or behavior.
- The Stickiness Factor: You can change the presentation of a message to make it more contagious and stickier (having a more lasting impact).
- The Power of Context: The environment in which the message or idea is delivered can have a huge impact on whether enough people adopt and spread it to create an epidemic.

Employing one, two, or all three of these principles can tip an epidemic. We'll cover each at a high level, then explore each in greater detail in chapters 2-5.

Use the Right Messengers (The Law of the Few)

When you're trying to spread a message, idea, or product to epidemic proportions, you can't do it all yourself; you need people to help preach your message and spread the word to the masses. But not just anyone will do. The Law of the Few proposes that there are certain, special types of people who are much more effective at broadcasting your idea and getting people to listen and follow suit in order to create an epidemic.

These special people fall into three personality types that make them exceptional either in their social connections, knowledge, or persuasiveness. We'll discuss this in depth in Chapter 2.

Patient Zero of AIDS is an example of the power of key players in the spread of epidemics. This so-called Patient Zero was Gaetan Dugas, who falls into the category of being particularly well connected. Dugas was a French-Canadian flight attendant who reportedly had 2,500 sexual partners across North America. Dugas is linked to at least 40 of the first cases of AIDS in California and New York.

The Law of the Few is a more extreme version of the 80/20 Principle in economics, which dictates that in a given situation, about 20 percent of participants will be responsible for 80 percent of the "work." For example, 20 percent of drivers...

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The Tipping Point Summary Chapter 2: The Law of the Few - The Messenger Matters

The Law of the Few is about the people who spread messages, ideas, or viruses and cause epidemics to tip. These are specific types of people who have the contacts, knowledge, and social skills to effectively spread an idea far and wide.

Connectors: People With Strong Social Networks

Connectors are people who seem to know everyone. You can find Connectors in every walk of life. Connectors are sociable, gregarious, and are naturally skilled at making — and keeping in contact with — friends and acquaintances.

Six Degrees of Separation

In the 1960s, psychologist Stanley Milgram conducted the "small-world experiment" to research how closely people are connected. He sent letters to 160 people in Nebraska, giving them the name and address of a stockbroker in Boston and instructing them to write their name on the letter and then send it to a friend or acquaintance who might get the letter one step closer to that stockbroker. Each person who received the chain letter would do the same, until a friend or acquaintance of the stockbroker finally received it and would send it directly to him.

At the end of the experiment, Milgram found that most of the letters reached the stockbroker in five or six steps, creating the concept that people all over the world are all connected by six degrees of separation.

Even further, Milgram discovered that half of the letters were ultimately delivered to the stockbroker by three people. Although everyone is linked by just six degrees of separation, a small group of people are connected to a disproportionately large number of people. Those few, well-connected people are the Connectors.
The notion that a handful of powerful people can spread a message further and more effectively than the rest of the population is called the Influentials theory, and has been a staple in marketing for 50 years. However, several more recent experiments by network-theory scientist Duncan Watts determine that these rare...

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Shortform Exercise: Enlisting Effective Messengers

To turn your product, message, or idea into an epidemic, you may need to enlist the help of skilled messengers (Connectors, Mavens, or Salesmen) to help you get the word out. Use this exercise to help you identify these people and determine how they can help tip your epidemic.

Describe a product or idea you are trying to tip into an epidemic. (This can be the product your company is selling, the culture change you're trying to create at your workplace, even an effort at home to get everyone to wash dishes as soon as they're dirtied.)

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The Tipping Point Summary Chapter 3: The Stickiness Factor - Make Your Message Stick

The Law of the Few declares that the right messengers can tip and spread an epidemic. However, your messengers can only succeed when the message is one that will catch on — in other words, it must be “sticky.” To be sticky, a message must be memorable enough to inspire action or change.

Stickiness is particularly difficult in the Information Age because modern media exposes consumers to so much information that it is harder for an individual message to stick. In the advertising industry, this conundrum is called the clutter problem.

An idea is not inherently sticky or un-sticky; to make an idea sticky, you have to tweak the way it is presented. A message doesn't need to be loud or in your face to be sticky. In fact, small, subtle changes are often the key to stickiness.

Make It Personal and Practical

In a 1960s experiment, social psychologist Howard Levanthal tried to influence a group of seniors at Yale to get tetanus shots. He distributed pamphlets with information about the dangers of tetanus, the importance of getting vaccinated, and details about the campus health center offering free tetanus shots to students. These pamphlets came in three versions:

- The first was a “high fear” version that emphasized the disease's dangers and included dramatic photos of people inflicted with tetanus.
- The second was a “low fear” version that omitted photos and somewhat de-emphasized the risks.
- After Levanthal found the first two versions had hardly any effect in persuading students to get the shot, he distributed a third version that listed the times the shots were available and included a campus map with the health center circled.

Although most of the students probably already knew where to find the health center (remember, they were all seniors), 28 percent of students got vaccinated as a result of this third version, compared with just 3 percent from the first two versions. When the information had a practical and personal touch, it was more effective.

Case Study: Sesame Street and Blue's Clues
The Tipping Point Summary Chapter 4: Context Alters Our Behavior

Whereas the first two principles of epidemics address the people who help spread the message far and wide (The Law of the Few) and how effectively an idea or message can take hold (The Stickiness Factor), the third principle has to do with the conditions that lend themselves to an epidemic catching on. According to the Power of Context, **people are so sensitive to conditions and changes in our environment that context can determine whether or not an epidemic tips.**

In the case of Paul Revere, the fact that he made his ride in the middle of the night was pivotal in helping the word-of-mouth epidemic catch on. First, it was easier to reach people knowing they were all at home in bed — rather than scattered around at work or running errands. Second, people understood that if Revere's message was urgent enough that he had to wake them in the middle of the night, it must be important.

**Subtle, seemingly insignificant changes in our immediate environments can make us more likely to change our behavior:** when done on a broad enough scale, this can ignite an epidemic. These changes may be in our physical environment or social context (think of the murder of Kitty Genovese where bystanders stood watching, from Chapter 1).

**Case Study: Environmental Context Reducing Crime in NYC**

During the 1980s, New York City had some of the highest crime rates in its history. Suddenly, in the 1990s, crime rates plummeted faster and more dramatically than any other city during that same period.

This drop appeared to be an anti-crime epidemic in how quickly and widely it took hold, but it didn't really follow the first two principles of epidemics — The Law of the Few and The Stickiness Factor.

- **First**, it's not as if Connectors, Mavens, or Salesmen were broadcasting a message across New York City that now is the time to run amok with crime, or now is the time to collectively stop.
- **Second**, crime is not one specific idea, product, or message. Crime is a collective term for a wide range of actions and behaviors, which each have their own complex set of contributing...

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**Shortform Exercise: Crafting a Sticky Message**

To create an epidemic, you have to be deliberate about how you present your idea and how people receive it. Use this exercise to help identify how you can make your idea sticky and create a context that makes people more open to it.

Think of a product or idea you are trying to tip into an epidemic. Who is your targeted audience, or whose ideas and behaviors are you trying to influence?
The power of group influence is stronger when each member of the group knows her fellow group members (e.g., you care more about what your friends and family think of you than strangers' opinions).

Humans have a mental and emotional limit to the number of social relationships they can maintain, so the size of these groups must be within that limit in order to have that relational level of social influence.

People rely on each other for division of labor and division of knowledge in order to work more efficiently in groups. This creates a network of interconnectedness and influence.

**The Epidemic Success of the Ya-Ya Sisterhood**

The success of the bestselling book *Divine Secrets of the Ya-Ya Sisterhood* (later turned into a Hollywood movie with a celebrity cast) is largely because it became an epidemic among small groups—specifically, book clubs. One piece of evidence for this is that the book first tipped in Northern California, where there is a strong book club culture.

The book's compelling characters and emotionally engaging storyline make it ideal for book club discussions, and the act of sharing and discussing the story among friends increased *Ya-Ya Sisterhood*'s stickiness by creating a whole experience around the book. What's more, the book's focus on mother-daughter relationships and female friendships resonated with many female readers, resulting in book club discussions that were more personal and amplified readers' connection with the book.

...
First, the Innovators take hold. Innovators are a fairly small group of more adventurous people or companies who are willing to take the risk and go out on a limb to try this idea.

Then, the Early Adopters join in. They are also risk-takers, but slightly less so. Early Adopters are respected, thoughtful opinion leaders who observed the Innovators before taking the plunge themselves.

After the Early Adopters, the masses jump on board in two waves: the Early Majority and the Late Majority. These majorities are more cautious and skeptical to try something new until the well-respected Early Adopters test it out.

Finally, the Laggards join just as the swell of the epidemic falls off. Laggards are slow to adopt new innovations because they see no reason to change; why fix what's not broken?

Case Study: Iowa Farmers Try a New Corn Seed

The diffusion model is well illustrated in a study of how Iowa farmers adopted a hybrid corn seed in the 1930s. Although this new seed was superior to what farmers were using, it took more than a decade after the seed was introduced before nearly all of the farmers had made the switch.

- In the first five years, only a handful of the 259 farmers studied had adopted the new seed. These were the Innovators.
- In the sixth year, 16 made the change, then 21 in the following year. These were the Early Adopters, who had seen the Innovators' success and followed...

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The Tipping Point Summary Chapter 7: Stopping an Epidemic

The kind of contagiousness that tips social epidemics is often not based on rational or conscious decisions; in fact, we've discussed how subtle, even subconscious cues (like nonverbal signs and environmental factors) can completely alter how we react to a situation. Sometimes, this effect spurs epidemics of people knowingly harming themselves in some way.

You can use the three rules of epidemics to ignite a social epidemic. But you can also use the same insight to extinguish an epidemic. Here, we'll use the same principles to combat the teen smoking epidemic by disrupting the messengers, the stickiness, or the context.

(Shortform note: This book was published in 2000, shortly after teen smoking rates in the late-1990s reached the highest levels since the late-1970s. From 2000 to 2017, the Centers for Disease Control and Prevention's National Youth Tobacco Survey revealed a 73 percent decline in high school smoking.)

Case Study: Using the Principles of Social Epidemics to Combat Teen Smoking

No one born in the past several decades is ignorant of the dangers of smoking. Yet the number of teen smokers in this country rose 73 percent from the late 1980s to the late 1990s, despite fervent efforts and ad campaigns by the anti-smoking movement. The information was widely broadcast (in one study, a group of smokers actually overestimated the risks of smoking), but the approach was missing the mark.

The Law of the Few and the Role of Permission-Givers

The Law of the Few undoubtedly played a part in tipping the teen smoking epidemic. Teen smoking is a prime example of how Salesmen can make a behavior contagious by playing the role (sometimes inadvertently) of permission-givers for something as harmful as smoking. In spite of anti-smoking messaging insisting that the habit is unattractive and uncool, many people have deep-seated associations of cigarettes with sophistication. Often, people think of a smoker from their childhood who exuded a sort of carefree coolness. Knowingly or not, those smokers become permission-givers.

The archetype of...

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The Tipping Point Summary Chapter 8: Think Small and Question your Intuition

Tipping Points are all about small ways to make significant change. So-called Band-Aid solutions — despite the term's negative connotations — can actually be the most effective strategies by taking focused, targeted action with the least amount of time, effort, and cost. Using a heavy amount of effort to tackle all aspects of a problem is not always possible or the best use of energy.

As we've discussed with the three rules of epidemics, you just need to pinpoint the right tweak (or tweaks) to tip an epidemic — whether it's finding the right messenger, changing your presentation, or altering the context.

Case Study: Spreading Breast Cancer Awareness at Beauty Salons

A nurse named Georgia Sadler launched a grassroots campaign to raise awareness about diabetes and breast cancer. She started by hosting seminars in black churches, but she found that the few people who attended already knew about the diseases, so she wasn't reaching a new or large audience. However, when she moved the campaign from churches to beauty salons, she had epidemic success. Sadler changed the context by meeting people where they already were spending time (at the hair salon), instead of asking them to fit another commitment into their schedules.

Sadler capitalized on the existing relationships between hair stylists and their regular clients. The stylists were Connectors, so she trained them on information about the diseases that they could share with their clients. She also had a folklorist train the stylists in strategies to deliver the information in a compelling way, with conversation starters and other tidbits that made the information fit a typical salon conversation.

Sadler followed up by assessing how well her campaign was changing...

The Tipping Point Summary Afterword: How the Information Age Impacts Social Epidemics

In the book's afterword, Gladwell has the hindsight to see how the Information Age is leading us to rely more heavily on word of mouth and primitive forms of social connections. The surfeit of media and information we are exposed to is overwhelming and essentially leads us back to basics.

The Rise of Isolation and Its Consequences

While technology allows for more connectivity in the virtual world, it can also lead us to be more socially isolated. You text with friends and family instead of calling or visiting, you order goods and services online instead of going out in public to shop in a store, and you can work from the privacy and comfort of your own home instead of commuting to an office.

Adolescents have grown up in this culture, and in recent years they have experienced more isolation than past generations of adolescents as a result of several factors.

- Technology creates a space in which teens talk to each other privately, without much (if any) supervision or input from adults. Between text messages, emails, phone calls, and social media, there are entire virtual worlds that teens inhabit where they can interact only with other teens.
- Adolescents, on the whole, also have more money, time, and freedom to create a social world with less adult influence.
- Together, these adolescent-ruled spaces provide platforms for information and messages to circulate, evolve, and take on new meaning and distorted logic without being checked by outside, adult sources.

Case Study: Adolescent Isolation and School Shootings

The school shooting epidemic in the U.S. since Columbine resulted, at least in part, from adolescent isolation and the construction of exclusively teen-inhabited worlds. Nearly all school shooters have been teens or young adults, so the epidemic spread almost solely among adolescents. Many of the shooters had commonalities, such as being bullied and lonely. But generations of teens have been bullied and lonely before they began shooting up schools.

In this epidemic, Columbine changed something within adolescents’...

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