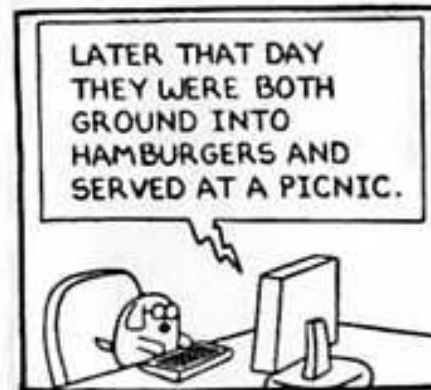
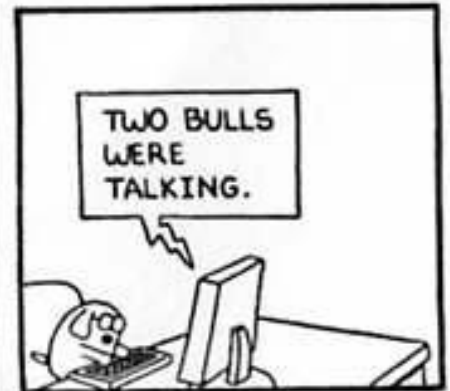
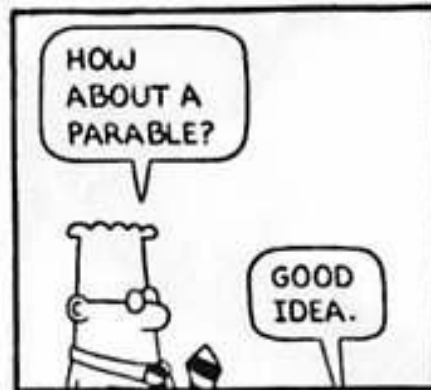
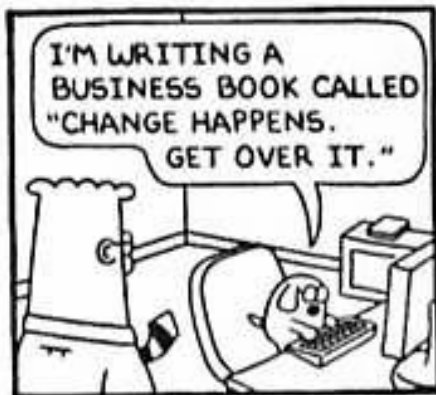


Leading a *Fearless Change* to
Agile... It takes more than just the
facts ma'am

Mary Lynn Manns

Agile Tour
October 2010



How can this person in front of the room help?

- Gathered strategies from leaders of change in many different organizations
- Documented successful strategies as “**patterns**”...
 - **Patterns** capture recurring problems and successful solutions
 - Each **pattern** documents: problem, context, solution, rationale, consequences, known uses, name

Patterns provide a toolkit for...

- Solving specific problems in leading change
 - **Corridor Politics**
- Facilitating communication: a vocabulary for leaders of change
 - **Town Meeting**
 - **Involve Everyone**
 - **In Your Space**
 - **Personal Touch**
 - **Guru Review**
 - **Time for Reflection**

The *Fearless Change* approach...

➤ Change happens **one person** at a time

The goal is to encourage **each person** to become so involved and interested in the new direction that they want to change.

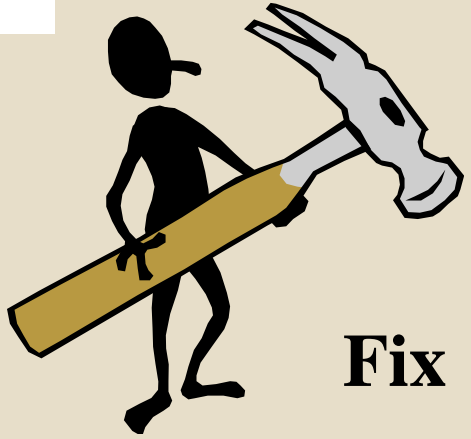
How do we attempt to persuade people?



Facts



Fear



Fix



Force

Knowledge
(facts)



*He
needs
two
more
things
to be
persuaded*

**Provide
Knowledge**

**Give
Facts/info**



Persuade

Create Tension

Build Belief

Knowledge: communicate facts/info

- Capture Attention
 - **Wake-Up Call**
- Stress the *core* of your message
 - **Elevator Pitch**
- Concentrate on the possibilities
 - **Tailor Made**
- Propose a strategy
 - **Step by Step, Time for Reflection**
- Keep your message visible and frequent
 - **In Your Space**
- Tackle preconceived notions
 - **Myth Buster**

Knowledge (facts) – help the person *understand* the facts

Persuasion (feelings) – help the person *care* about the facts

**Provide
Knowledge**
~logical~

Give Facts



Persuade
~emotional~

Create Tension

between the
present and the
desired state

Build Belief

that success can
be achieved

***Is there another 'F' word
that can persuade people
towards a
fundamental and sustainable
change in
thinking and behaving?***

Feelings...

- *Behavior change happens mostly by speaking to a people's feelings.* (John Kotter)
- Our emotions drive our decisions and then we use logic and reason to justify our decisions.
- *People will forget what you said, forget what you did, but not forget how you made them feel.* (Maya Angelou)

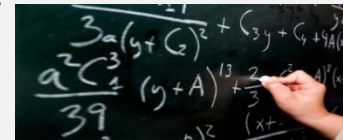
Some examples...

- *Market it as a bright spot in all this burn-out*
- *How does this affect each individual? How does it address the problems s/he hates?*
- *Dig deep into the concerns*
- *Show you understand what people are losing*
- *Build relationships*
- *Concentrate on the positive effects (rather than what will happen if you don't make the change)*
- *Let's imagine how much better things can be*

Persuasion: transform knowledge into action

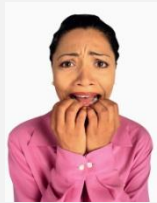
Create Tension & Build Belief

- Create an **Emotional Connection**
 - Show a truth that addresses what the person is feeling
- Match your idea to individual needs
 - **Personal Touch**
- Use *stories* rather than *statistics*
 - **Hometown Story**
- Allow people to imagine the future
 - **Imagine That!**



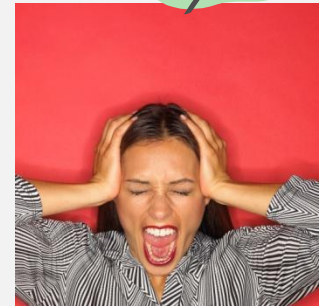
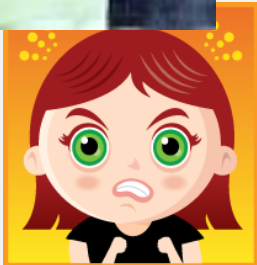
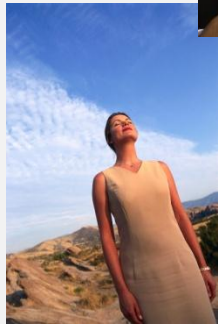
Persuasion (continued) : Create Tension & Build Belief

- Build relationships
 - **Evangelist**
- Involve the skeptics
 - **Fear Less**
- Recognize what people are losing
 - **Shoulder to Cry On**
- Ease the concerns
 - **Trial Run**
- Share ownership
 - **Group Identity**



Create Tension ... Build Belief

Show a truth that appeals to what individuals are feeling
(instead of only their logic)



Take-aways...

- ***Facts, Fear, Force, Fix* do not persuade people to make a sustainable change**
- **Facts are only the first step-- you must help individuals care about the facts**
- **To persuade: create tension and build belief**
 - **Appeal to emotion rather than only to logic**
- **The *Fearless Change* patterns provide a “toolkit” for building an initiative that allows change to emerge one individual at a time.**

Some of the patterns in your toolkit for leading change

Knowledge

- Wake-Up Call
- Elevator Pitch
- Tailor Made
- Step-by-Step
- Time for Reflection
- In Your Space
- Myth Buster

Tension & Belief

- Emotional Connection
- Personal Touch
- Hometown Story
- Imagine That!
- Evangelist
- Fear Less
- Shoulder to Cry On
- Trial Run
- Group Identity



Leading change is hard, but...

***You miss 100% of the shots
you never take.***



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