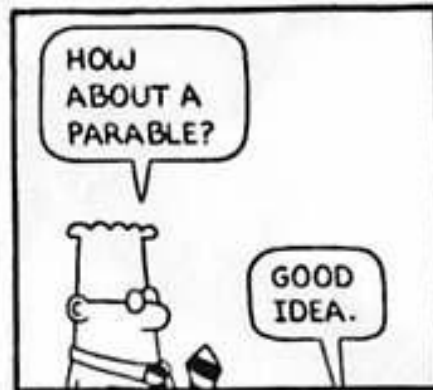
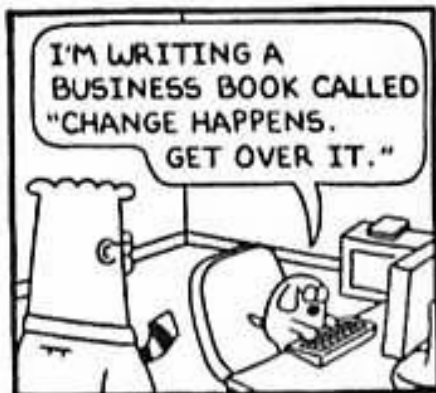


# Leading Fearless Change in Organizations

**Mary Lynn Manns**

Crescent PPO  
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**What are  
*your*  
challenges  
in leading change?**

# In order to persuade someone to change, you need to create...

- (1) tension between the *present* state and the *desired* state
- (2) a belief in the ability to change

**How do you, as the change leader, create these two feelings?**

**Tension**

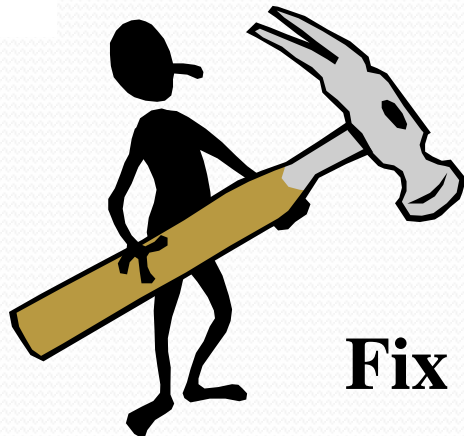


**Belief**

# How do we attempt to persuade?



**Facts**



**Fix**



**Fear**



**Force**

# Attempting to persuade with....

## Force

treats the symptoms  
rather than the underlying causes

Laws, directives, policies, etc. do not create  
a fundamental change in thinking and  
behaving

# Attempting to persuade with....

**Fear** : works in the short term

- Too frightening to contemplate
- People use coping mechanisms to “justify”





**Attempting to persuade....**

**you get frustrated and...**

**Fix**


**But what happens when the “fix” is gone?**



**Attempting to persuade with....**

**Facts**

**Facts provide knowledge**



***Is there another 'F' word  
that can create 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)

**knowledge** – **persuasion** – decision –  
implementation – confirmation

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

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

# Knowledge: communicate information

- Stress the *core* of your message
  - **Elevator Speech**
  - **Just Enough**
- Concentrate on the possibilities
  - Small problems **Step by Step**; propose a strategy
- Keep your message visible and frequent
  - **In Your Space**
- Tackle preconceived notions
  - **Myth Buster**
- Capture attention
  - **Wake-up Call**

# Persuasion:

transform information into action

- Create an **Emotional Connection**
  - Show a truth that influences feelings

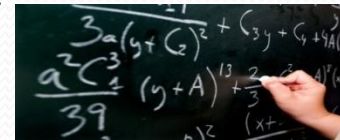
- Match your idea to needs

- **Personal Touch**



- Use *stories* rather than *statistics*

- **Hometown Story**



- Allow people to imagine the future

- **Imagine That!**



# Persuasion:

transform information into action

- Recognize what people are losing

- **Shoulder to Cry On**



- Address the fear

- **Fear Less**



- Build ownership

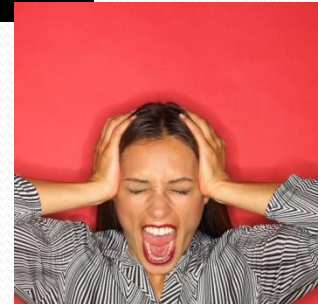
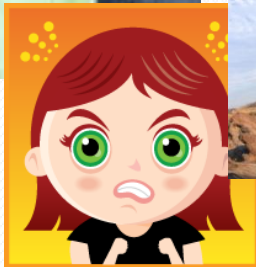
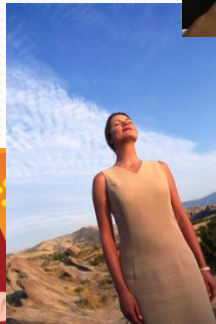
- **Group Identity**





# Making an Emotional Connection

Show a truth that influences their feelings



# Take-aways...

- **Facts, Fear, Force, Fix do not persuade people to make a sustainable change**
- **Persuasion calls for an appeal to emotion rather than to logic**
  - Help individuals *feel* something (rather than only think about it). Inspire them to act.
  - Show a truth that influences their feelings rather than only their logic.



**Leading change is hard, but...**

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

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