Fearless Change: Making Your Ideas Happen in the Family Business
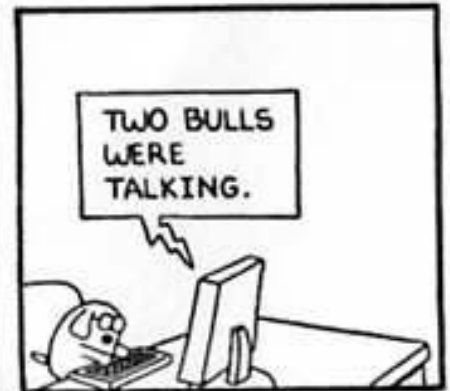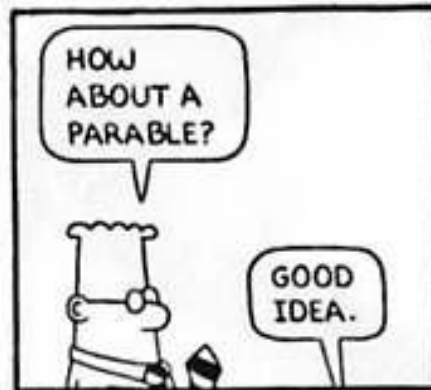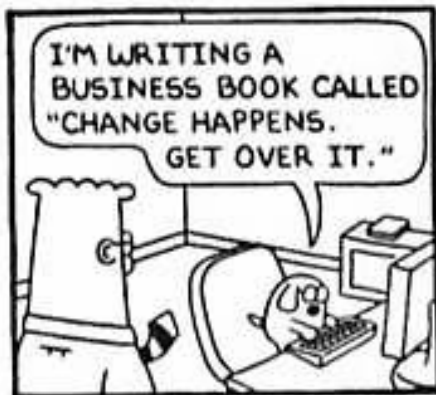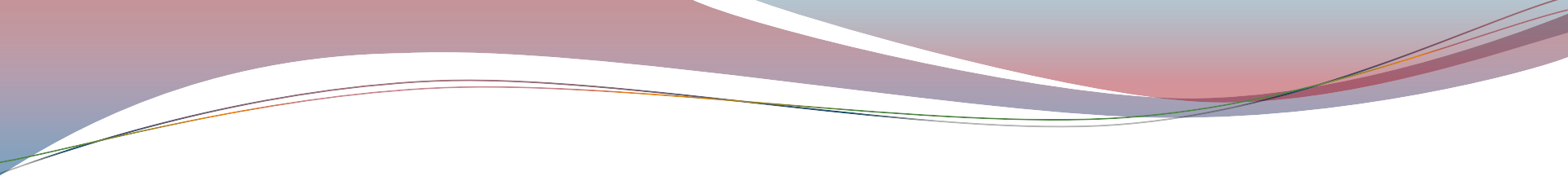
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What are your challenges in leading change in your family business?

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**
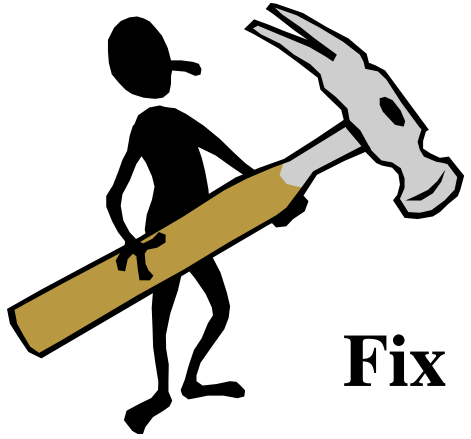
The *Fearless Change* approach...

➢ **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.
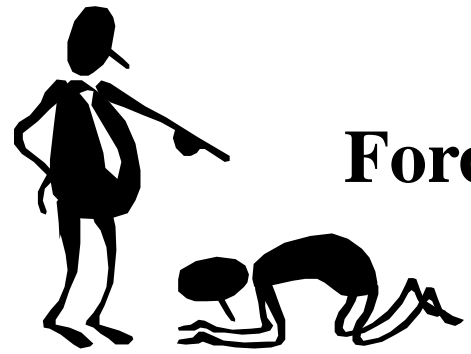
How do we attempt to persuade people?

Fear

Facts

Fix

Force

Fear

Force

Fix

Facts
communicate info about a change -- this is only the *first* step

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**

Fear

Force

Fix

Facts
the first step
(but not the
only one)

*He
needs
two
more
things
to be
persuaded*

Provide Knowledge
~logical~

Give **Facts**

Persuade
~emotional~

Create **Tension**
between the present and the desired states

Build **Belief**
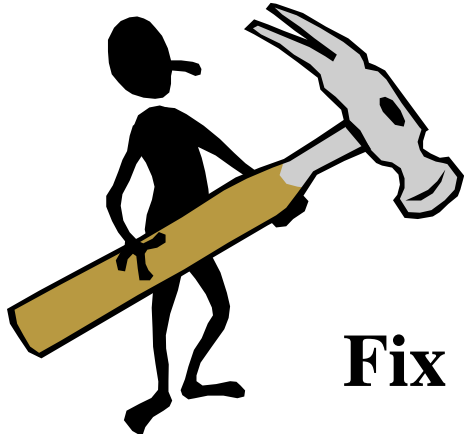that success can be achieved

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

Persuasion (feelings) – help the person *care* about the facts
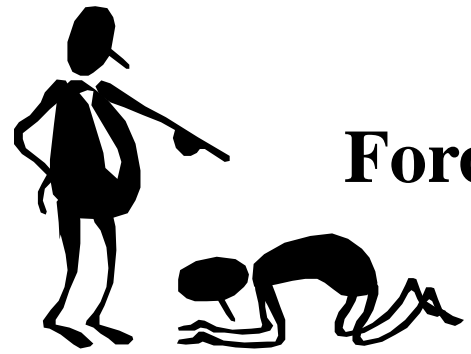
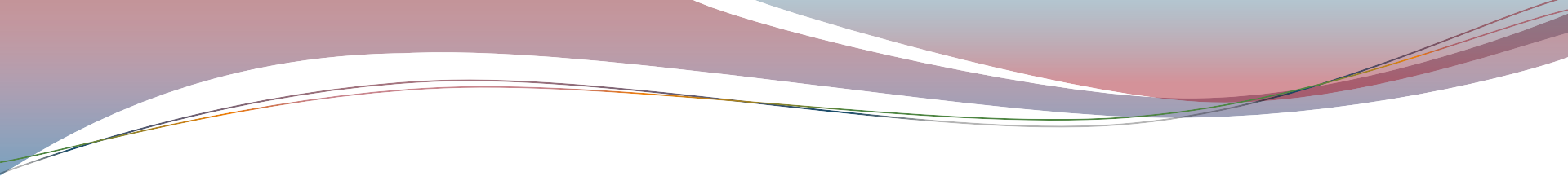# How do we attempt to persuade people?

Facts

Fear

Fix

Force

Is there another 'F' word that can persuade a person to make a <u>fundamental</u> and <u>sustainable</u> 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 the change as a bright spot among all the burn-out*

- *Consider how the change affects each individual. How does it address the problems s/he hates?*

- *Dig deep into the concerns*

- *Show you understand what people are losing*

- *Concentrate on the positive effects (rather than the fearful things that can happen if you don't make the change)*

- *Guide people in imagining how much better things can be*

Persuasion: transform knowledge into action
Create Tension & Build Belief

- Create an **Emotional Connection**
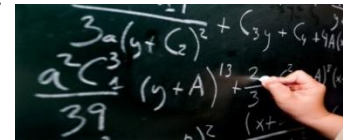 - **Show a truth that addresses what the person is feeling**

- 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
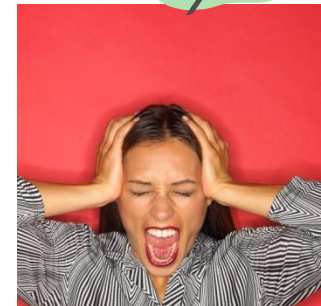 - **Shoulder to Cry On**
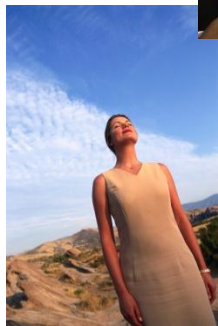- Ease the concerns
  - **Trial Run**
- Share ownership
  - **Group Identity**

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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