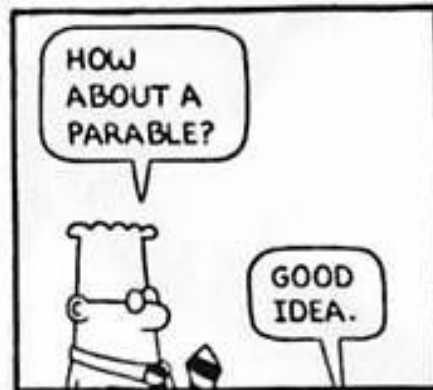
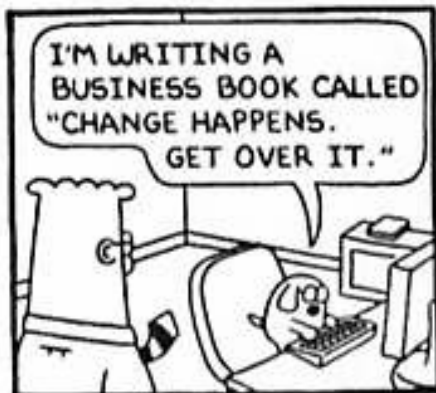




***Leading Change: Patterns
for Introducing New Ideas***

Mary Lynn Manns

**Leadership Asheville
February 2011**





Does anyone have a good idea?

Why is it so difficult to
make change happen?

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.

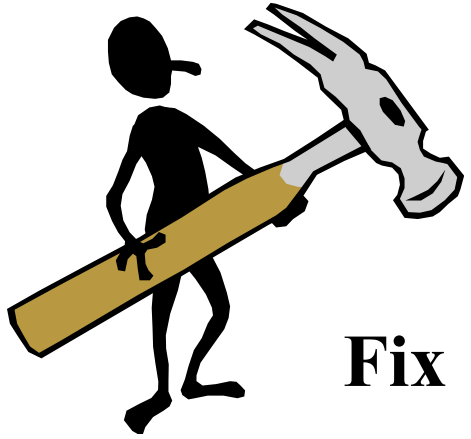
How do we attempt to persuade people?



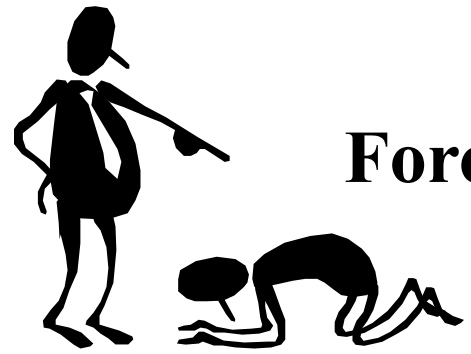
Facts



Fix



Fear



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~

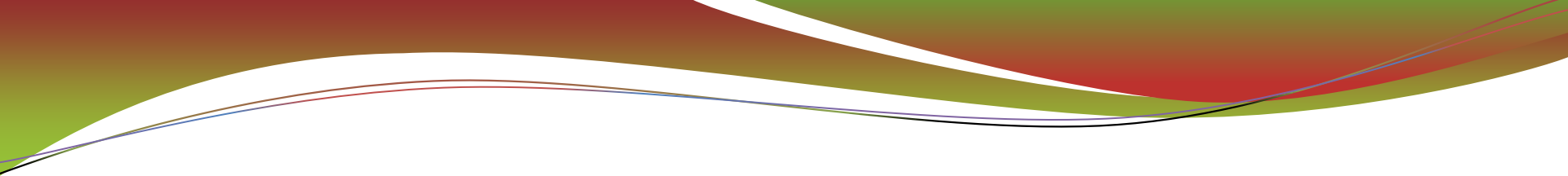
Give Facts



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

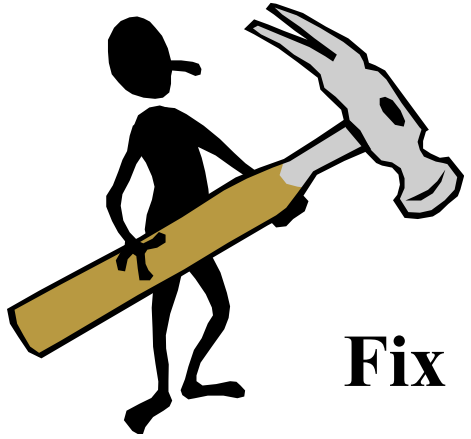
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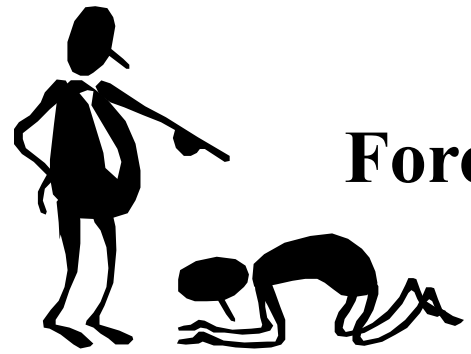
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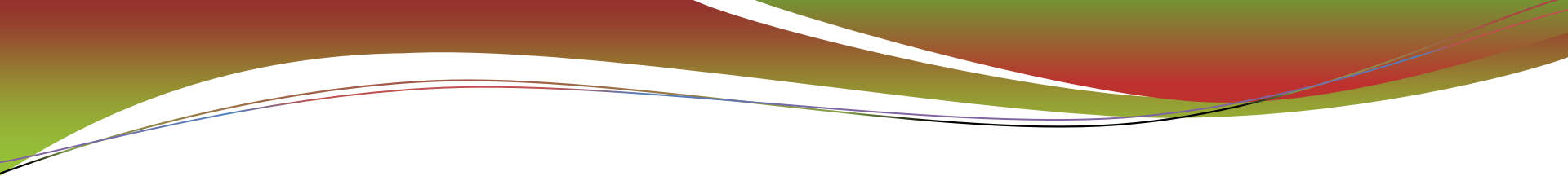
Fear



Fix



Force



***Is there another 'F' word
that can persuade a person to
make 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)
- McKinsey Quarterly (Feb 2011) *Irrationality in the Workplace*

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*
- *When things are not going well, show people you believe in them*
- *Recognize and 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*
- *Talk from your heart, not just from your head*

Persuasion: transform knowledge into action

Create Tension & Build Belief

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

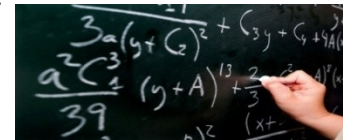
- Match your idea to individual needs

- **Personal Touch**



- Use *stories* rather than *statistics*

- **Hometown Story**



- Allow people to imagine the future

- **Imagine That!**



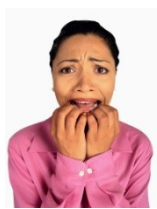
Persuasion (continued) : Create Tension & Build Belief

- Build relationships

- **Evangelist**

- Involve the skeptics

- **Fear Less**



- Recognize what people are losing

- **Shoulder to Cry On**



- Ease the concerns

- **Trial Run**

- Share ownership

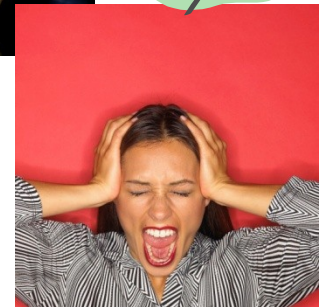
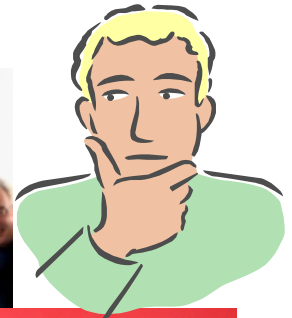
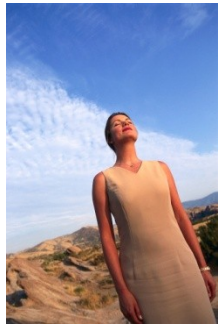
- **Group Identity**



Create Tension ... Build Belief

Speak from your heart, not just from your head.

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.***

Let's work on your challenges in leading change

- Tell us about your challenges in leading change.
- Choose which challenge your group wishes to address.
- On the paper, write the patterns you would use in your change initiative. (Use the short descriptions of the patterns in *Fearless Change* as a resource.)
- Your group will present your ideas to the other groups.



Fearless Change

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