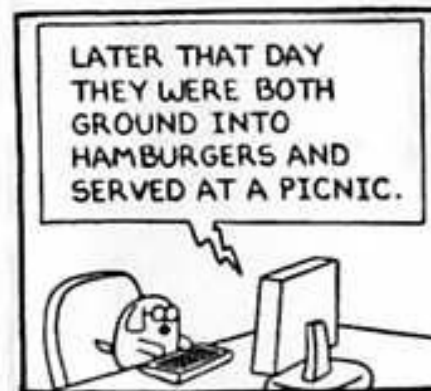
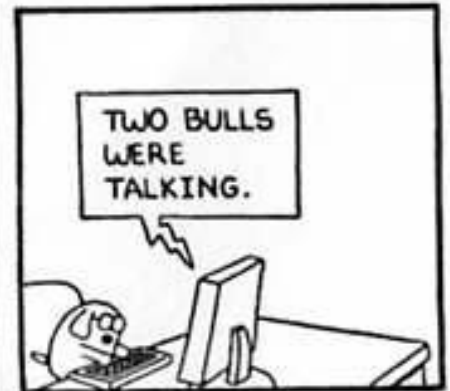
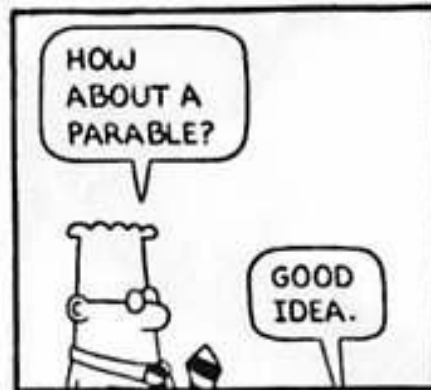
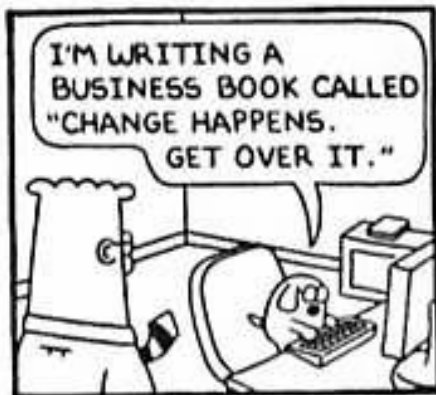


Leading Fearless Change

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June 2010





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

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



A **pattern** example

Why **patterns**?

- Solve specific problems in leading change
 - **Corridor Politics**
- Facilitate communication: a vocabulary for leaders of change
 - **Town Meeting**
 - **Involve Everyone**
 - **Personal Touch**
 - **Guru Review**
 - **Time for Reflection**

The *Fearless Change* approach...

- **Each of us is a “powerless leader”**
- **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.
- **The emphasis is: *emergent* change**
- **Change is a process, not an event**
 - The process is a series of *steps* and *reflection*.

Schedule for today

- Presentation with q & a
- Your challenges in leading change
- Working lunch (break-out groups) - You will use the **patterns** to address your challenges
- Report from the break-out groups - with lots of discussion!

Take away -- Strategies (**patterns**) you can use tomorrow!

True or False?...

I need a well-defined plan for leading the change.

However....

- ... Change is not an event-- it is a process (a rather unpredictable process).
- ... Change happens one individual at a time.
- ... Can you predict how individuals will react during this process?
- ... How does a “powerless leader” move through the process of change?

Keep a Package of **Patterns** With You

- Take on a role

Evangelist

- Create a vision. Build milestones.
- Draft just enough detail to keep people focused while remaining open-ended enough for creative problem-solving.
- Learn from your failures and build on your successes.

Test the Waters

Step by Step

The key to innovation is to manage a balance of planning, structure, and improvisation. (K. Sawyer, Group Genius)

Time for Reflection

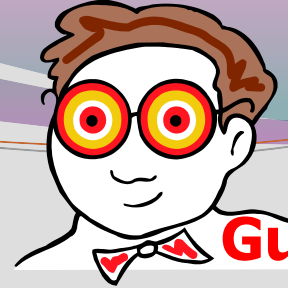
Small Successes



Champion Skeptic



Early Majority



Guru on Your Side



Early Adopter



Evangelist



Bridge-Builder



Connector



Innovator



Local Sponsor

Knowledge



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 (**Wake-Up Call**); must be followed with another strategy, or...

- People can use coping mechanisms to justify, rationalize, ignore
- It can create “learned helplessness”
- It “can get creepy”



Attempting to persuade, but....

you get frustrated, so you...

Fix

But what happens when the “fix” is gone?

Knowledge



Tension

Belief



Attempting to persuade with....

Facts

Give individuals knowledge.

It is an important *first* step.

Knowledge: communicate information

- 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**


Attempting to persuade with..

Facts (provide knowledge)

Force

Fear


Fix



***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



Tension

Belief

Persuasion:

transform information into action

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

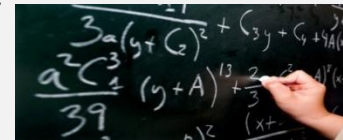
- Match your idea to needs

- **Personal Touch**



- Use *stories* rather than *statistics*

- **Hometown Story**



- Allow people to imagine the future

- **Imagine That!**



Persuasion (continued)

transform information into action

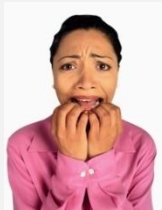
- Recognize what people are losing

- **Shoulder to Cry On**



- Address the fear

- **Fear Less**



- Spark belief

- **Trial Run**

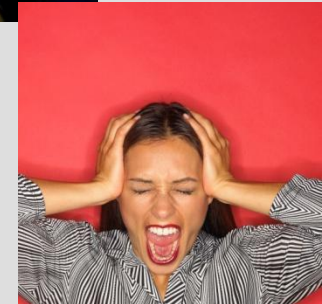
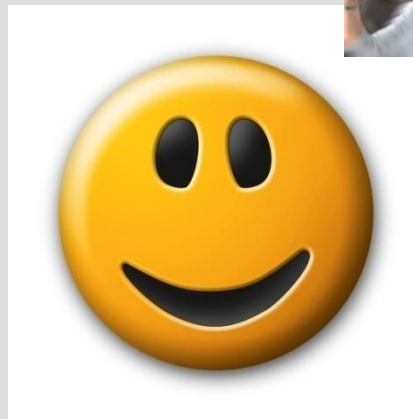
- Build ownership (and provide support)

- **Group Identity**



Provide knowledge and then persuade...

Show a truth that influences their feelings



Take-aways...

- **Facts, Fear, Force, Fix do not persuade people to make a sustainable change**
- **Facts are only the first step-- you must persuade individuals to care about the facts**
- **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.

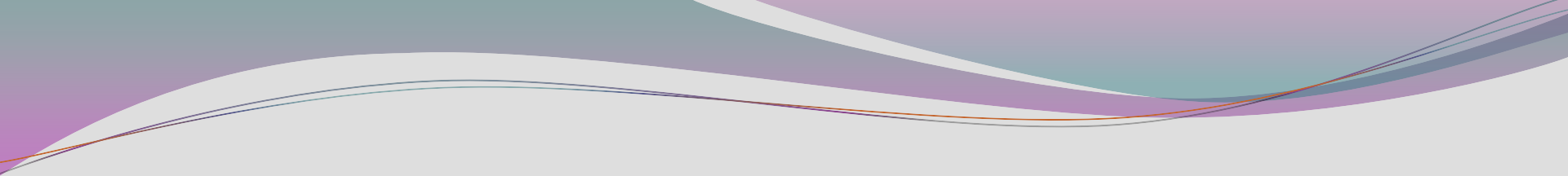


Leading change is hard, but...

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

Let's work on your challenges!

- Tell us about your challenges in leading change.
- Choose which challenge you wish to work on and break-out into groups.
- 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.



Write down your
burning question



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