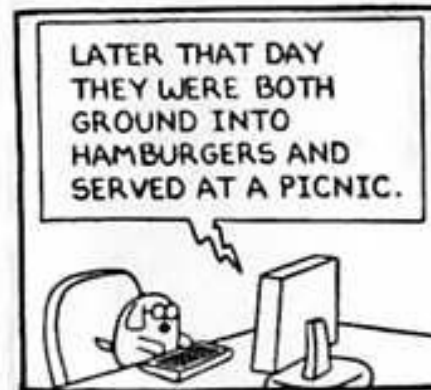
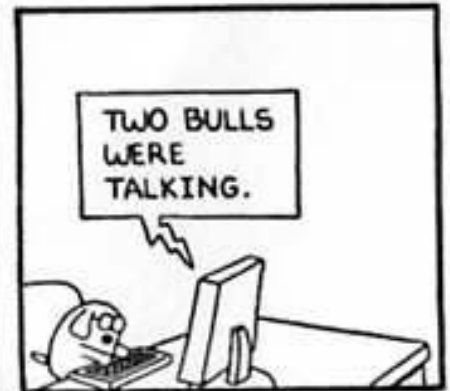
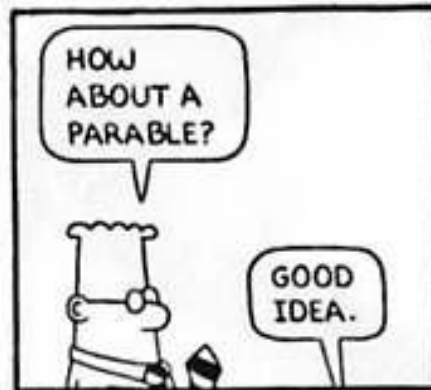
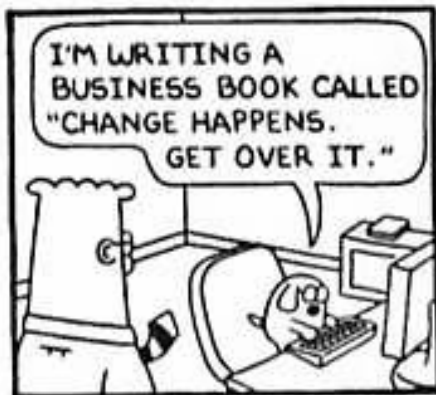




Leading Fearless Change

Mary Lynn Manns

Microsoft
July 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

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 immediately!



A **pattern** example

from

Fearless Change

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**
 - **Personal Touch**
 - **Guru Review**
 - **Time for Reflection**

The *Fearless Change* approach...

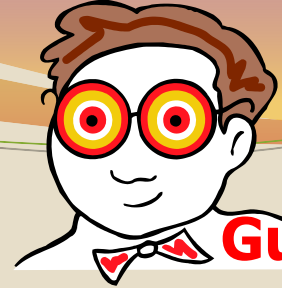
- Each of us is a “powerless leader”
- The emphasis is: *emergent* change
- Change is a process, not an event
 - The process is a series of *steps* and *reflection*.
- Change happens one person at a time
 - The goal is to encourage each person to become so involved and interested in the new direction that they want to change.



Champion Skeptic



Early Majority



Guru on Your Side



Early Adopter



Evangelist



Bridge-Builder



Connector



Innovator



Local Sponsor

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?

Attempting to persuade with....

Facts

Give individuals knowledge.

It is an important *first* step.

Knowledge
(facts/info)



*He
needs
two
more
things*

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**

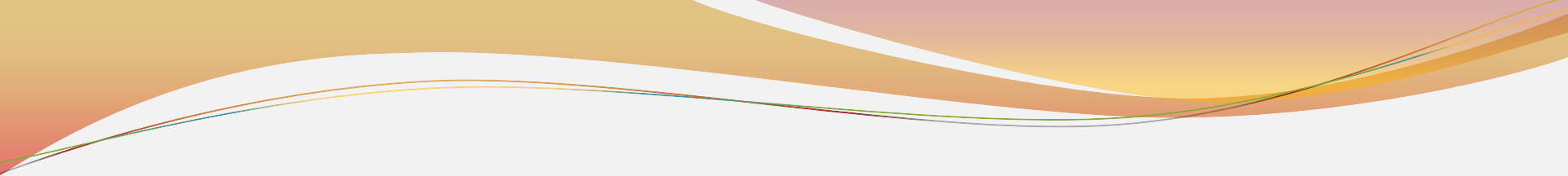
Attempting to persuade with..

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

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

Knowledge



Tension

between the
present and the
desired state

Belief

he can be
successful

Give facts/info

Knowledge



Persuade

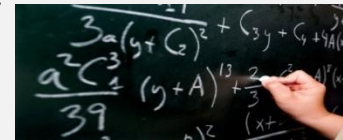
Create Tension

Build Belief

Persuasion: transform knowledge into action

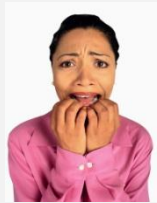
Create Tension & Build Belief

- 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!**



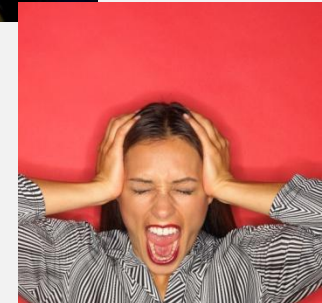
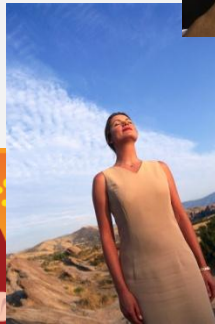
Persuasion (continued) : Create Tension & Build Belief

- 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 feelings (what people care about) rather than to logic.



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

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 to logic**
- **The *Fearless Change* patterns provide a “toolkit” for building an initiative that allows change to emerge one individual at a time.**



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.



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