Leading a *Fearless Change* to Agile... It takes more than just the facts ma'am

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I’m writing a business book called “Change happens. Get over it.”

The title says it all.

Yeah, it needs filler.

How about a parable?

Good idea.

Two bulls were talking.

One bull says, “I’m afraid of change.”

The other bull says, “Get over it.”

Later that day they were both ground into hamburgers and served at a picnic.

The hard part will be finding someone to write the foreword.

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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
- Force
- Fear
Knowledge
(facts)

He needs two more things to be persuaded.
Provide Knowledge

Give Facts/info

Persuade

Create Tension

Build Belief
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
Knowledge (facts) – help the person understand the facts

Persuasion (feelings) – help the person care about the facts
Provide Knowledge
~logical~
Give Facts

Persuade ~emotional~
Create Tension between the present and the desired state
Build Belief that success can be achieved
Is there another ‘F’ word that can persuade people towards 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)
Some examples...

- Market it as a bright spot in all this burn-out
- How does this affect each individual? How does it address the problems s/he hates?
- Dig deep into the concerns
- Show you understand what people are losing
- Build relationships
- Concentrate on the positive effects (rather than what will happen if you don’t make the change)
- Let’s imagine 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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