Leading Fearless Change in Organizations

Mary Lynn Manns

Crescent PPO
March 2010
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.

© 2000 United Feature Syndicate, Inc.
What are your challenges in leading change?
In order to persuade someone to change, you need to create...

1. **tension** between the *present* state and the *desired* state

2. a **belief** in the ability to change

How do you, as the change leader, create these two feelings?
Tension

Belief
How do we attempt to persuade?

Facts

Fear

Force

Fix
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

- Too frightening to contemplate
- People use coping mechanisms to “justify”
Attempting to persuade....

you get frustrated and...

Fix

But what happens when the “fix” is gone?
Attempting to persuade with....

Facts

Facts provide knowledge
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: communicate information

- Stress the *core* of your message
  - Elevator Speech
  - Just Enough
- Concentrate on the possibilities
  - Small problems *Step by Step*; propose a strategy
- Keep your message visible and frequent
  - In Your Space
- Tackle preconceived notions
  - Myth Buster
- Capture attention
  - Wake-up Call
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: transform information into action

- Recognize what people are losing
  - **Shoulder to Cry On**

- Address the fear
  - **Fear Less**

- Build ownership
  - **Group Identity**
Making an Emotional Connection
Show a truth that influences their feelings
Take-aways...

- Facts, Fear, Force, Fix do not persuade people to make a sustainable change.

- 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.
Leading Fearless Change in Organizations

Mary Lynn Manns
manns@unca.edu
www.fearlesschangepatterns.com

Crescent PPO
March 2010