Leading Change: Patterns for Introducing New Ideas

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February 2011
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.
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
Facts
the first step
(but not the only one)

He needs two more things to be persuaded

Fear
Force
Fix
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
How do we attempt to persuade people?

Facts

Fix

Fear

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

<table>
<thead>
<tr>
<th>Knowledge</th>
<th>Tension &amp; Belief</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wake-Up Call</td>
<td>Emotional Connection</td>
</tr>
<tr>
<td>Elevator Pitch</td>
<td>Personal Touch</td>
</tr>
<tr>
<td>Tailor Made</td>
<td>Hometown Story</td>
</tr>
<tr>
<td>Step-by-Step</td>
<td>Imagine That!</td>
</tr>
<tr>
<td>Time for Reflection</td>
<td>Evangelist</td>
</tr>
<tr>
<td>In Your Space</td>
<td>Fear Less</td>
</tr>
<tr>
<td>Myth Buster</td>
<td>Shoulder to Cry On</td>
</tr>
<tr>
<td></td>
<td>Trial Run</td>
</tr>
<tr>
<td></td>
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</tr>
</tbody>
</table>
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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