

Fearless Change
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Pattern Summaries: strategies for making your ideas happen

Name	Summary
<i>Accentuate the Positive</i>	To influence others during the change initiative and inspire them to believe the change can happen, motivate them with a sense of hope rather than fear.
<i>Ask for Help</i>	Since the task of introducing a new idea into an organization is a big job, look for people and resources to help your efforts and encourage involvement.
<i>Baby Steps</i>	Take one small step at a time toward your goal.
<i>Big Jolt</i>	To provide visibility for the change effort, hold a high-profile event to showcase the new idea.
<i>Bridge Builder</i>	Ask those who have accepted the new idea to talk with those who have not.
<i>Brown Bag</i>	Use the time when people normally eat together as a convenient and relaxed setting for hearing about the new idea.
<i>Champion Skeptic</i>	Ask for Help from opinion leaders who are skeptical of your new idea, and use their comments to improve your effort, even if you don't change their minds.
<i>Concrete Action Plan</i>	To make progress toward your goal, state precisely what you will do as you take the next Baby Step.
<i>Connector</i>	To help you spread the word about the innovation, Ask for Help from people who have connections with many others in the organization.
<i>Corporate Angel</i>	To help align the innovation with the goals of the organization, get support from a high-level executive.
<i>Corridor Politics</i>	Informally work on decision makers and key influencers before an important vote, to ensure they understand the consequences of the decision.
<i>Dedicated Champion</i>	To increase your effectiveness in introducing your new idea, make a case for having the work become part of your job description.
<i>Do Food</i>	To influence attendees, bring special food to a meeting.
<i>Early Adopter</i>	Win the support of the people who can be opinion leaders for the new idea.
<i>Early Majority</i>	To increase support, show that many people are starting to use the innovation.
<i>Easier Path</i>	To encourage adoption of a new idea, experiment with removing obstacles that might be standing in the way.
<i>Elevator Pitch</i>	Have a couple of sentences on hand to introduce others to your new idea.
<i>Emotional Connection</i>	Connecting with the feelings of your audience is usually more effective in persuading them than just presenting facts.
<i>Evangelist</i>	To begin to introduce the new idea into your organization, do everything you can to share your passion for it.
<i>Evolving Vision</i>	While taking Baby Steps through a change process, periodically set aside Time for Reflection to re-evaluate your vision.
<i>External Validation</i>	To increase the credibility of the new idea, bring in information from sources outside the organization.
<i>Fear Less</i>	Turn resistance to the new idea to your advantage by respectfully listening and learning from skeptics' point of view.
<i>Future Commitment</i>	To make it more likely that you will get help in the change initiative, ask others to do something you will need much later and wait for them to commit.

<i>Go To Person</i>	Identify key people who can help with critical issues in your change initiative.
<i>Group Identity</i>	Give the change effort an identity but encourage wide participation to Involve Everyone.
<i>Guru on Your Side</i>	Enlist the support of influential people who are esteemed by members of the organization at all levels.
<i>Guru Review</i>	Gather a group of trusted advisors and other interested colleagues to evaluate the new idea for managers and other developers.
<i>Hometown Story</i>	To help people see the usefulness of the new idea, encourage those who have had success with it to share their stories in an informal setting.
<i>Imagine That</i>	To kick start the change initiative, engage others in an exercise to imagine future possibilities.
<i>Innovator</i>	When you begin the change initiative, Ask for Help from colleagues who like new ideas.
<i>Involve Everyone</i>	For a new idea to be successful across an organization, everyone should have an opportunity to make his or her own unique contribution.
<i>Just Do It</i>	Don't wait for the perfect moment when you have the resources and knowledge you think you need; instead, take the first Baby Step and start learning.
<i>Just Enough</i>	To ease people into the new idea, avoid over-selling and overwhelming them by providing an appropriate amount of information that they can understand and use at that particular time.
<i>Know Yourself</i>	Before you begin, and throughout the long journey required to lead a change initiative, consider whether you still have a real and abiding passion and the talents and abilities to make it happen.
<i>Local Sponsor</i>	Ask for Help from first-line management; when your boss supports the tasks you are doing to introduce the new idea, you can be more effective.
<i>Location, Location, Location</i>	When holding an event that focuses on the new idea, consider the comfort and enjoyment of the participants so the surroundings do not interfere with their ability to listen and participate.
<i>Low Hanging Fruit</i>	To show progress in the change initiative, complete a quick and easy, low-risk task with wide impact and then publicize the results.
<i>Mentor</i>	When a project team wants to get started with the new idea, have someone around who understands it and can help the team.
<i>Myth Buster</i>	Identify misconceptions surrounding the change initiative and address them in a timely and forthright manner.
<i>Next Steps</i>	Take time near the end of an event or conversation to identify which actions participants can do next.
<i>Persistent PR</i>	To keep the idea in front of everyone, consistently promote it in a variety of ways.
<i>Personal Touch</i>	To convince people of the value in a new idea, show how it can be <i>personally</i> useful and valuable to them.
<i>Pick Your Battles</i>	Before you expend your energy in conflict, ask yourself whether you believe the issue is really important and if you have the resources to carry your fight through to the end.
<i>Piggyback</i>	To help the new idea be less threatening, build on existing practices and use current language.
<i>Plant the Seeds</i>	Take every opportunity you can, no matter how small, to spark an interest in the idea.
<i>The Right Time</i>	Consider the timing of competing obligations when you schedule events or when you Ask for Help.
<i>Royal Audience</i>	Arrange for management and members of the organization to spend time with a special visitor.

<i>Shoulder to Cry On</i>	To avoid becoming too discouraged when the going gets tough, find opportunities for everyone to have supportive listeners.
<i>Sincere Appreciation</i>	To help people feel appreciated, express your gratitude in the most sincere way you can to everyone who makes a contribution.
<i>Small Successes</i>	To avoid becoming discouraged by obstacles and slow progress, celebrate even a small success.
<i>Smell of Success</i>	When your efforts produce a visibly positive result, treat this opportunity as a teaching moment.
<i>Stay in Touch</i>	Once you've sparked some interest in people, don't forget about them, and make sure they don't forget about you.
<i>Study Group</i>	Form a small group of colleagues who are interested in exploring or continuing to learn about your new idea.
<i>Sustained Momentum</i>	Be proactive in keeping your change initiative going.
<i>Tailor Made</i>	To convince management and executives in the organization, point out the costs and benefits of your new idea.
<i>Time For Reflection</i>	To learn from the past, take time at regular intervals to evaluate what is working well and what should be done differently.
<i>Token</i>	To keep a new idea alive in a person's memory, give tokens, especially valuable intangibles that can be identified with the topic being introduced.
<i>Town Hall Meeting</i>	As early as possible and throughout the initiative, schedule an event to share updates about the new idea, solicit feedback, build support, uncover new ideas, and bring in newcomers.
<i>Trial Run</i>	When the organization is reluctant to commit to the new idea, suggest an experiment for a short period and learn from its results.
<i>Wake-up Call</i>	To encourage people to pay attention to your idea, point out the issue that you believe has created a pressing need for change.
<i>Whisper in the General's Ear</i>	Because managers and others at any level of authority are usually hard to convince in a group setting, meet privately to address any concerns.

