Fearless Change: Patterns for Introducing New Ideas

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What’s in store today?

- The Play with thespian volunteers!
- Lots of discussion
- First-aid clinic
Why a play?

- More effective way of learning
- There will still be explanation, Q&A!
- Research shows that adults learn better by doing (applies to the play and the clinic)
- Story about framework training
- Soft copy available on request!
The Project

Started in 1996 collecting strategies from:

- discussions with people leading change worldwide
- leaders of change throughout history
- change theories
Patterns

- Patterns capture successful solutions to recurring problems
- Each pattern has a name
- A collection of patterns provides a vocabulary or language
The Book

Fearless Change:
*Patterns for Introducing New Ideas*
(Addison Wesley Publishing Co., 2005)

- 48 patterns
- chapters on change and the use of the patterns
- experience reports
- target user is “powerless leader”
The Context

- You belong to an organization.
- You have an idea that you would like to bring into the organization.
- This is an idea that stirs something in you. You have passion for it.
- You are a “powerless leader.”
Test the Waters
When a new opportunity presents itself, see if there is any interest by using some of the patterns in this language and then evaluating the result.

Time for Reflection
To learn from the past, take time at regular intervals to evaluate what is working well and what should be done differently.
Small Successes
To avoid becoming overwhelmed by the challenges and all the things you have to do when you’re involved in an organizational change effort, celebrate even small successes.

Step by Step
Relieve your frustration at the enormous task of changing an organization by taking one small step at a time toward your goal.
Evangelist
To begin to introduce the new idea into your organization, do everything you can to share your passion for it.

Innovator
When you begin the change initiative, ask for help from colleagues who like new ideas.
Brown Bag
Use the time when people normally eat lunch to provide a convenient and relaxed setting for hearing about the new idea.

Do Food
Make an ordinary gathering a special event by including food.

Piggyback
When faced with several obstacles in your strategy to introduce something new, look for a way to piggyback on a practice in your organization.
Guru on Your Side
Enlist the support of senior-level people who are esteemed by members of the organization.

External Validation
To increase the credibility of the new idea, bring in information from sources external to the organization.

Just Enough
To ease learners into the more difficult concepts, give a brief introduction and then make more information available when they are ready.
Just Do It
To prepare to spread the word about the new idea, work with the new idea on your own to discover what the benefits and limitations are.

The Right Time
Consider the timing when you schedule events or ask others for help.
Different people accept new ideas at different rates

These are roles—not people!

- **New stuff is cool!**
  - Innovators – 2.5%
- **Interesting idea, but I want to hear more.**
  - Early Adopters – 13.5%
- **What do other people think?**
  - Early Majority – 34%
- **If I have to...**
  - Late Majority – 34%
- **We’ve always done it this way...**
  - Laggards – 16%
Personal Touch
To convince people of the value in a new idea, show how it can be personally useful and valuable to them.

Trial Run
When the organization is not willing to commit to the new idea, suggest that they experiment with it for a short period and study the results.
Connector
To help you spread the word about the innovation, ask for help from people who have connections with many others in the organization.

Study Group
Form a small group of colleagues who are interested in exploring or continuing to learn about a specific topic.
Ask for Help
Since the task of introducing a new idea into an organization is a big job, look for people and resources to help your efforts.

Just Say Thanks
To make people feel appreciated, say “thanks” in the most sincere way you can to everyone who helps you.
Bridge-Builder

Pair those who have accepted the new idea with those who have not.
Hometown Story

To help people see the usefulness of the new idea, encourage those who have had success with it to share their stories.

Token

To keep a new idea alive in a person’s memory, hand out tokens that can be identified with the topic being introduced.
Local Sponsor

Ask for help from first-line management. When your boss supports the tasks you are doing to introduce the new idea, you can be even more effective.
Corporate Angel

To help align the innovation with the goals of the organization, get support from a high-level executive.
Fear Less
Turn resistance to the new idea to your advantage.

Shoulder to Cry On
To avoid becoming too discouraged when the going gets tough, find opportunities to talk with others who are also struggling to introduce a new idea.
Champion Skeptic
Ask for help from strong opinion leaders, who are skeptical of your new idea, to play the role of ‘official skeptic.’ Use their comments to improve your effort, even if you don’t change their minds.

Whisper in the General’s Ear
Managers are sometimes hard to convince in a group setting, so set up a short one-on-one meeting to address their concerns.
A closing thought ...

The patterns in this language have been successfully used in companies around the world to introduce new ideas.

Take the patterns that can help you and make great changes in the world!