Fearless Change:
Patterns for Introducing New Ideas
(such as Agile)

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Some Misconceptions
that get change leaders into trouble

All I really need is a lot of knowledge about the new idea and a good plan.

I can convince people with my charm and a nice PowerPoint presentation.

If the new idea makes sense and adds value, people will accept it.

Run away from the skeptics.

I can lead this change initiative alone.

Once I convince people, they will stay convinced.

The Project

- Began around 1998, Manns & Rising
- Change strategies acquired from:
  - discussions with people leading change worldwide
  - leaders of change throughout history
  - change theories
- Strategies documented in the form of *patterns*
  - A pattern is a recurring, successful technique
  - Each pattern has a name
- Emphasis is on bottom-up change by "powerless leaders"
- The book: *Fearless Change: Patterns for Introducing New Ideas* (Addison Wesley Publishing Co., 2005)

Categories of the Patterns

Roles

Getting things going

Events

Influence strategies

Handling resistance

Keeping things going

etc. etc. etc.

Change is not an event.
It is a process.

*But how does a "powerless leader"
begin the process of change?*

Keep a Package of Patterns With You

Ø **Take on a role**

    Evangelist

Ø **Create short-term goals: build on your successes and learn from your failures**

    Test the Waters

    Step by Step

    Time for Reflection

    Small Successes

Get Started

Ø **Learn about the new idea**

    Study Group

    Just Do It

Ø **Gain visibility**

    Hometown Story

    Token

    Do Food

    In Your Space

    External Validation

True or False …

*It is best for management
to be involved early in
the change process.*

Build Grass Roots (bottom-up) Support

Ø **Spark some interest**

- Personal Touch
- Innovators
- Connectors
- Guru on Your Side

True or False …

If we can help people understand the value in the new idea, they will accept it.

Different people accept new ideas at different rates

Do you know these people?

- *This is new so it is cool.* (**Innovator**)
- *This is an interesting idea, but I want to hear more before making a decision.* (**Early Adopter**)
- *I want to see what other people think about the new idea before I make a decision.* (**Early Majority**)
- *I'll accept the new idea when I have to.* (**Late Majority**)
- *It's always been done this way … why do we have to introduce anything new?* (**Laggard**)

True or False …

If you're smart (you are!) *and you know what to do* (you do!), *then you don't need much help from other people to introduce the new idea.*

Get Connected

Ø**Keep other people involved**

Ask for Help (Innovators, Early Adopters, Connectors, Guru on Your Side, etc.)

Group Identity

Shoulder to Cry On

Just Say Thanks

Stay in Touch

You've got things buzzing but…

You're wearing out.

You have other work to do.

So now what?

Get a New Role!

Ø **Strive to make the change initiative part of your job**

  Guru Review

  Local Sponsor

  Smell of Success

  Dedicated Champion

Now That You Have More Time…

Ø **Convince the masses**

Early Majority

Involve Everyone

Big Jolt

Royal Audience

Sustained Momentum

True or False…

The best way to handle people who are against the new idea is to try to convince them

or

try to keep them out the way.

Resistance is All Around

Ø **Respect the resistance**

Fear Less

Champion Skeptic

Corridor Politics

Bridge-Builder

Whisper in the General's Ear

Trial Run

Summary

Ø Patterns document recurring, successful strategies

Ø The *Fearless Change* book contains 48 patterns from successful leaders of change

Ø The book is written for all "powerless leaders" who have a good idea and want to introduce bottom-up changes into their organizations

*Go out and
lead great changes
in the world!*

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