Brief Summary
of
More Fearless Change
Strategies for making your ideas happen
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Research into factors that affect change has identified several misconceptions

1. Innovations will be accepted just because they are good ideas – e.g. Sony Beta losing out to VHS, Macintosh to DOS and Windows
2. Once a new idea is introduced nothing else is required. Drop the seed in the group – no watering, fertilizing, pruning, tending required. The reality is that it takes a lot of persistence to make change acceptable – you must be in for the long haul.
3. If the new approach is mandated, you may get compliance but won't get commitment.
4. With top down change, the emphasis is on making changes quickly and dealing with problems if necessary. Top down change without significant participation across the board creates more heat than light and ends up a recipe for failure.
5. Bottom up change is more gradual, but it addresses resistance more effectively. The emphasis on bottom up change is on participation – hence resistance and uncertainty are minimized.
6. EM Rogers and Geoffrey Moore describe change not as an event – but as a process – the Innovation – Decision process – which consists of Knowledge, Persuasion, Decision, Implementation and Confirmation.
7. The three factors that affect the Innovation Decision Process are – Change Agent, Culture and People
   a. Change Agent – Change can be led by any one – lack of power is no excuse for inactivity or anticipating failure. The three things to successfully share an idea are – the belief in it, the drive to bring it to your environment and some information on how to do it.
   b. Culture - this has a major impact on the speed of the Innovation- Decision process. This would be faster and easier if the culture supports and nurtures new ideas, there is sufficient time for people to learn and do new things and does not consider failure as a death sentence.
   c. The People - To change something is to change the people involved as well. Even if an organization is open to new ideas, the people within it will accept the change at different rates. Research shows that people base their decisions on emotions and then justify them with facts.
8. People do not resist change as much as they resist being changed.
9. Malcolm Gladwell, in his book, "Tipping Point", talks of 3 roles that are critical to introduce change – all these roles are important to make change possible.
   a. Maven – "Information Specialists" – those who supply knowledge about the innovation
   b. Salesmen – those who promote the idea
   c. Connectors – those who know different kinds of people

Patterns

1. **Ask for Help**
   a. Introducing an idea / change is a big task, look for people and resources to help your effort.
   b. The single biggest failing of many change agents is that they do not look for help.
   c. Ask as many people as you can for help when you need it. Don't try to do it alone.
   d. Don't be discouraged if the help is slow in coming – even a small start can help you promote your ideas.

2. **Baby Steps**
   a. Take one small step at a time towards the goal of changing the organization
   b. The most common mistake people usually do is to take one too much too soon – use an incremental approach in the change initiative with short term goals keeping in mind your long term vision.
   c. Identify things you can achieve quickly and then implement some small portion of the initiative that brings you early wins.

3. **Big Jolt**
   a. To provide more visibility for the change effort, invite a high-profile person into your organization to talk about the new idea.
   b. This would provide additional visibility and raise awareness to the work that is already being done towards bringing change.
   c. This also requires appropriate follow up after the speaker has left – otherwise the enthusiasm is likely to fizzle.

4. **Bridge Builder**
   a. Pair those who have accepted the idea with those who have not
   b. Some won't listen to even the most enthusiastic proponent if it something they don't know or trust
   c. Make sure the bridge builder is someone who is truly convinced of the innovation and is strong enough to work with a potentially argumentative sceptic.

5. **Brown Bag**
   a. Use the time when people normally have lunch to provide a convenient and relaxed setting for hearing about the new idea
   b. People may be too busy to attend optional meetings during work hours – having these meetings during lunch hours could increase participation.
   c. Other ways to increase attendance to these meetings are by finding the right time, considering spending some money for "Do Food" or tie up with "Connectors" or a friendly guru.

6. **Champion Sceptic**

   a. Ask for help from strong opinion leaders who are skeptical of the new idea to pay the role of "Official Skeptic"
   b. Some of the resisters to the new idea are strong opinion leaders in the organization – hence ask their help to play the role of an "official skeptic" or "official realist"
   c. Don't take the idea of a champion skeptic to the extreme. A moderate amount of disagreement is acceptable, but avoid people with strong personalities are openly hostile.
   d. Instead of ignoring a skeptic, encouraging him can lead to your acquiring a tremendous asset and major contributor to your change effort.

7. **Connector**
   a. To help you spread the word about your innovation, ask for help who have connections with many others in your organization
   b. Your organization is too big for you to personally contact everyone
   c. This is about working with formal and informal communication structures in the organization to promote the change initiative.
   d. Connectors who are influential can spread the word about a new idea in persuasive ways.

8. **Corporate Angel**
   a. To help align the innovation with the goals of the organization, get support from a higher-level executive.
   b. Support from local management will provide some attention and resources to the new idea – but you need high level support to make a lasting impact
   c. This pattern establishes high level executive support for the innovation in the organization.

9. **Corridor Politics**
   a. Informally work with decision makers and key influencers before an important note to make sure they fully understand the consequences of the decision
   b. It is difficult to address the concerns of all decision makers when a new idea is raised in a large meeting
   c. This pattern creates one-on-one communication with the decision makers and is most effective when it is driven by what is best for the community.

10. **Dedicated Champion**
   a. To increase your effectiveness in introducing your new idea, make a case for having the work part of your job description
   b. Effectively introducing a new idea into any organization is too much work for a volunteer.
   c. You are dedicated if you are devoted to the cause and have enough time dedicated to championing the new idea.

11. Do Food
   a. Make an ordinary gathering a special event by including food
   b. The mere act of eating together is by its very nature a sign of friendship
   c. This pattern turns an ordinary meeting into a special event and contributes to a feeling of community among the participants.

12. E-Forum
   a. Set up an electronic bulletin board, distribution list or a writeable website for those who want to hear more
   b. You need to have initiative and maintain regular contact with people who may be interested in your idea.
   c. Sharing of information electronically keeps you from being isolated from those who are interested and will also help you build a community.
   d. If you use it too much, it can have an overdose effect and can be viewed as spam.

13. Early Adopter
   a. To create more impact for the new idea in an organization, interest must extend beyond the initial group of supporters
   b. Early adopters are visionaries who care more about fundamental breakthroughs than simple improvements.
   c. Early adopters consider the usefulness of the idea and attempt to match it to a business goal – hence are good opinion leaders.

14. Early Majority
   a. To create commitment to the new idea in organization, you must convince the majority
   b. The support of Innovators and Early Adopters will spark the new idea, but there is much more to be done to truly make an impact
   c. The Early Majority represents one third of the population – once this group is convinced they are loyal and will enforce organizational standards to help the innovation succeed
   d. "Crossing the Chasm" will allow the new idea to gain a strong foothold

15. Evangelist
   a. To begin to introduce a new idea in the organization, do everything you can to share your passion for it
   b. The goal is to earn credibility – others may not always agree with you, but they need to trust what you say
   c. Be on the look out for possible managerial support – real impact will need a Local Sponsor and a Corporate Angel.

16. External Validation

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

b. Before being persuaded to accept a new idea, people want assurance that the idea has validity outside the organization.

c. This pattern is to be used in the initial stages of change – when people need knowledge and there are few opinion leaders in the organization.

17. Fearless

a. Turn the resistance to your new idea to your advantage – once you suspect resistance, your first step is to get it out in the open rather than fester in the dark.

b. Encourage the other person to say more about his point of view – sometimes just hearing what other has to say will help both of you reach a better understanding

c. Resistance is not the primary reason why changes fail – it is the reaction to resistance that creates problems.

18. Group Identity

a. Give the change effort an identity to help people to recognize that it exists

b. It is harder to introduce a new idea when the people are not aware that the effort exists

c. Try to give the identity more visibility – one of the ways to do it is by writing mission statements and objectives for the identity

19. Guru On Your Side

a. Enlist the support of senior level people who are esteemed by members of your organization

b. People in an organization can be reluctant to show interest in a new idea unless it has the support of colleagues they respect

c. Take the Guru out for coffee, use "Personal Touch" to see how innovation can address some of the problems and "Tailor Made" where innovation can fit into the organization

20. Guru Review

a. Gather anyone who is a Guru on your side and other interested colleagues to evaluate the new idea for managers and other colleagues

b. Some of them may be supportive, others may have reservations in joining unless they have an assurance that this is a worthwhile idea.

c. This pattern produces data about the innovation through first hand evaluation from respected colleagues – if positive, can be used to spark more support for the new idea among the management.

21. Hometown Story

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

   b. People who haven't used the new idea may not be aware that other people have used it successfully
   c. Encourage individuals to share their experience with the new idea in an informal highly interactive session

22. In Your Space
   a. Keep the new idea visible by placing reminders throughout the organization – unless people are reminded they might forge the idea.
   b. Post information about the new idea around your organization – wherever people are likely to see and discuss it – "Information Radiators"
   c. Make your message "stick" by using bright colors, an unusual graphic or a memorable quote

23. Innovator
   a. When you begin the Change initiative ask for help from colleagues who have new ideas - you need people to jumpstart your new idea in the organization
   b. This pattern establishes support from a group who can help get an idea going. However, you may not be able to depend on them on a longer term, because they would have moved on to a newer idea.

24. Involve Everyone
   a. For a new idea to be successful across an organization everyone should have an opportunity to support the innovation and make his own unique contribution
   b. Make it known that everyone is part of the change effort – involve people from as many diverse groups as possible
   c. This pattern builds a community of people committed to the new idea – ready to take on leadership role in the change effort.

25. Just Do It
   a. To prepare to spread the word about the new idea, use it in your work to discover its benefits and limitations
   b. Gather first hand information on the benefits and limitations of innovation by integrating it with your current work
   c. This pattern generates the knowledge you need to take on the role of Evangelist.

26. Just Enough
   a. To ease learners into the more difficult concepts of the new idea, give a brief introduction and then make more information available when they are ready.
   b. When introducing a new idea, concentrate on the fundamentals and give learners a brief description of the more difficult concepts. Provide them more information when they are ready.

    c. This pattern initiates slow but sure understanding of difficult topics. This approach also keeps change leaders from hyping the innovation as a complex and perfect solution from the beginning.

27. Just Say Thanks
    a. To show your appreciation, say "Thanks" in the most sincere way you can to everyone who helps you
    b. People will feel unappreciated when they work hard and no one cares or notices their work
    c. Even an informal recognition will make an impression – either a private one on one meeting, a phone call or even an email message.
    d. When appropriate acknowledge achievements publicly – recognize special efforts and the people who helped achieve even small successes.

28. Local Sponsor
    a. Ask for help from first line management. When the boss supports the task you are doing to introduce the new idea, you can be even more effective.
    b. Management support legitimizes things in the workplace – look for respectable sponsors who will help keep your focus and good intentions.

29. Location, Location, Location
    a. To avoid interruptions that disrupt the flow of an event, try to hold significant events offsite.
    b. By having the meeting offsite, you make the participants pay full attention and focus to the proceedings and allow for constructive discussion without any distractions

30. Mentor
    a. When a project wants to get started with a new idea, have someone around who understands and can help the team
    b. Find an internal / external consultant to provide mentoring and feedback while project members are getting started with the recent changes.

31. Next Steps
    a. Take time near the end of an event about the new idea to identify what participants do next and apply the new information
    b. This pattern initiates the opportunity for people to expand on the knowledge of the innovation and get involved in introducing it in their organizations.

32. Personal Touch
    a. To convince people of the value of the new idea, show how it can be personally useful and valuable to them.

b. Talk to individuals about the ways in which the new idea can be personally useful and valuable to them
c. This pattern builds a relationship with individuals enabling them to discuss their personal needs that the innovation might address.

33. Piggyback
a. When faced with several obstacles in your strategy to introduce something new, look for a way to piggyback on a practice in your organization.
b. Piggyback on events in the organization, try to get on the agenda of a team meeting or make a brief announcement when appropriate in a gathering

34. Plant the seeds
a. To spark some interest in the new idea, carry some materials (seeds) and display (plant) them when the opportunity arises.
b. The articles, books, materials may not seem like much – those who take a copy of the article / borrow a book will be positively influenced towards you and your idea.

35. The Right Time
a. Consider the timing when you schedule events or when you ask others for help
b. When people face deadlines and have too much to do, they tend to focus on the things that move them towards completing necessary tasks and making the deadlines.
c. If possible, personally ask people of their time preferences, schedule the event more than once and elicit feedback on how the event can be improved

36. Royal Audience
a. Arrange for management and members of the organization to spend time with a Big Jolt visitor – you want to make the most of the visit.
b. Use spare hours during the day to make the visitor available to the teams to answer any questions

37. Shoulder to cry on
a. To avoid being too discouraged when the going gets tough, find opportunities to talk with others who are also struggling to introduce a new idea.
b. Form a user group who can group think and solve problems
c. This pattern creates opportunities for you to discuss the challenges and successes you are having with the change effort.

38. Small Successes
a. To avoid being overwhelmed by the challenges and other things you are involved with, celebrate over small successes
b. Every organizational change effort has its ups and downs and any large scale change can be a formidable challenge to overcome

    c. Celebrating small successes creates self confidence and the belief that the bigger successes are within sight.

39. Smell of Success
    a. When your efforts result in some visible positive result, people will come out and ask you about the innovation / change
    b. Manage the expectations of people who smell success and look forward to a silver bullet.
    c. Give a realistic view of what has been done and what still needs to be accomplished.

40. Stay In Touch
    a. Once you have enlisted the support of key persons, don't forget them – and make sure they don't forget you
    b. Find proactive ways to keep the information flowing and reinforcing the need for change among the people.
    c. Strive to build a relationship with key individuals so that you can casually and continually make them aware of the progress in small ways.

41. Step By Step
    a. Relieve your frustration at the enormous task of changing an organization by taking one small step at a time towards the goal
    b. Use an incremental approach in the change initiative with short term goals, while keeping your long-term vision.
    c. This pattern builds an incremental approach to your change initiative – chance to learn as you go – take advantage of what you learn along the way and adjust your plan accordingly.

42. Study Groups
    a. Form a small group of colleagues who are interesting in exploring or continuing to learn about a specific topic – like reading a book all by yourself or in a group setting
    b. The pattern provides an opportunity for individuals to explore an interesting topic at a reasonable pace.

43. Sustained Momentum
    a. Take a proactive approach to the ongoing work of sustaining the interest in the new idea in your organization.
    b. Take some small actions each day, no matter how insignificant they may be – to move closer to your goal.
    c. This pattern builds a sustained change initiative and keeps the idea alive in you and others and help reinforce change in the organization.

44. Tailor Made

a. To convince people in an organization of the value they can gain from the new idea, tailor your message to the needs of the organization.

b. Frame your new idea in a way that speaks to the manager who will be funding the initiative

c. This pattern produces an understanding of how innovation can help the organization.

45. Test the Waters

a. When an opportunity presents itself, see if there is any interesting by using some of the patterns in the language and then evaluating the result.

b. A "listen and learn" approach to show that you are willing to consider the opinion of others as you explain your ideas.

c. This pattern builds a foundation upon which you can build other patterns

46. Time for Reflection

a. To learn from the past, take time at regular intervals to evaluate what is working well and what should be done differently.

b. "Those who cannot remember the past are condemned to repeat it"

47. Token

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

b. Tokens help in reconnecting with the idea of change.

c. These need not be expensive – can range from items such as magnets, buttons, coasters, cups, pencils etc.

48. Trial Run

a. When the organization is not willing to commit to the new idea, suggest they experiment with it for a short time and study the results

b. Ideas that can be tested on an installment basis are generally more adapted rapidly than those that are not

c. Suggest that the organization or a part of the organization try the new idea for a limited period as an experiment

d. This approach builds validation for the new idea as it moves through the test period

49. Whisper in the General's ear

a. Managers are sometimes hard to convince in a group setting – so meet privately to address any concerns on a one to one basis

b. Empathize with the manager's feelings

c. This pattern builds management support to the new idea. It maintains the manager's dignity while giving you a chance to get your story heard and achieve your objectives.

50. Accentuate the Positive
   a. 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
   b. Focusing on the positive also helps to keep up your spirits during the long journey
   c. However, one should be careful of misguided optimism or irrational exuberance during the change initiatives.

51. Concrete Action Plan
   a. To make progress towards your goal, state precisely what you will do as you take the next baby step
   b. Leading a change initiative with all its attendant problems and twists and turns can make you feel go out of control
   c. Describe the next small step for reaching the milestone goal in terms of concrete actions that include what you will do, were and when.

52. Easier Path
   a. To encourage adoption of a new idea, experiment with removing obstacles that might be standing in the way.
   b. Change the environment in a way that will encourage people to adopt the new idea.

53. Elevator Pitch
   a. Have a couple of sentences on hand to introduce others to your new idea
   b. When you have a chance to introduce someone to your idea, you don't want to stumble around for the right words to say
   c. Be ready with a few sentences that contain your key message – the idea, what problem does it solve, vision for the end state

54. Emotional Connection
   a. Connecting with the feelings of your audience is usually more effective in persuading them than just presenting facts.
   b. "Changing organizations depends overwhelmingly on changing the emotions of individual members... Thinking and feeling are essential – but the heart of change is in the emotions" - John Kotter
   c. Create a connection with individuals on an emotional level by listening and addressing how they are feeling about the new idea
   d. Concentrate on what individuals passionately care about – focus on the "why" rather than the "what"

55. Evolving Vision
   a. While taking baby steps through a change process, set aside some time for reflection to reevaluate your vision – using an iterative approach to learn and refine the vision

b. Evaluating a vision helps you and your team determine whether to narrow your efforts or possibly add new opportunities to increase effectiveness and impact

56. Future Commitment
a. 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
b. Approach individuals with an item that is not urgent so they can put it on their to-do list on a future date – sending periodic reminders along the way
c. This might work for busy people as suggesting a later date is likely to be the hook they will draw them into the initiative.

57. Go-To Person
a. Identify key people who can help with critical issues in your change initiative
b. Make a concrete action plan with a list of things needed for the next milestone – and for each of the items write the names of individuals who could help you accomplish the task.
c. Give each go-to person a well-defined achievable task – respecting their schedules and show sincere appreciation on a regular basis on what they are doing.

58. Imagine That
a. To kick-start the change initiative, engage others in an exercise to imagine future possibilities
b. Ask people to imagine a possible outcome with a new idea – starting by asking "What if?"
c. Encourage them to think out aloud and fill them with mental imagery with many different kinds of sensory details. Even to the extent of encouraging people to imagine risks of not addressing the problems in the organization.

59. Know Yourself
a. Before you begin on the change initiative, consider whether you have a real and abiding passion and the talents and abilities to make it happen.
b. It is about having the fortitude to get through all the challenges thrown at you while leading change.
c. Evaluate your abilities, your values, beliefs, principles, strengths and weaknesses in the objective of making the change possible.
d. Creating a mind map or a concept map of your plans, having conversations with trusted friends and colleagues would provide an accurate assessment of yourself.

60. Low Hanging fruit
a. Complete a quick and easy low risk task with high impact and publicize the results – as one of the ways to show progress in the change initiative.
b. Getting short term wins can help build momentum and persuade skeptics and cynics and get them over to your side.

61. Myth Buster
   a. It is important to identify any misconceptions surrounding the change initiative and address them in a timely and forthright manner.
   b. If we hear someone express an incorrect assumption about the innovation / change, address it head on with the person who is expressing the concern.
   c. It is good to have a list of myths paired with the realities – as you introduce change in the organization.

62. Pick Your Battles
   a. 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 the fight to the end
   b. You cannot spend time and energy addressing every bit of resistance you meet – look at things you could respond, only if it makes a difference.
   c. One of the ways to address this could be asking yourself 3 questions
      i. Can I win?   - if there no hope for victory, what will you gain?
      ii. Should I win? Consider the importance of the relationship with your opponents – check whether relationship or conflict takes more priority
      iii. What is it all about? Maybe it is just a simple misunderstanding. Be open to accepting other's values when they are different from yours.

63. Town Hall Meeting
   a. Schedule an event to share updates about the new idea, solicit feedback and built support around the new ideas. This is one of the ways to involve everyone in the change process
   b. Provide a status update on the initiative on a regular basis, solicit feedback, brainstorm new ideas and come up with an action plan till the next scheduled meeting.

64. Wake-up Call
   a. To encourage people to pay attention to your idea, point out to the issue that you believe has created a pressing need for change
   b. Generally people are comfortable in status quo and don't see a need for change in the way things are working currently.
   c. As Thomas Friedman says, "Where there is a problem, there is an opportunity" Your idea can be that opportunity.
   d. Create a conscious need for change by calling attention to a problem and its negative consequences in the organization.

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