

## Accentuate the Positive

*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.*

Your attempts to scare others are not working.

Inspire people throughout the change initiative with a sense of optimism rather than fear.

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## Concrete Action Plan

*To make progress toward your goal, state precisely what you will do as you take the next baby step.*

Leading a change initiative, with its many twists and turns and ever-growing list of things to do, can make you feel out of control.

Describe the next small step for reaching a milestone goal in terms of concrete actions that include what you will do, where, and when.

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## Easier Path

*To encourage adoption of a new idea, experiment with removing obstacles that might be standing in the way.*

What can you do to make it easier for people to change?

Change the environment in a way that will encourage people to adopt the new idea.

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## Elevator Pitch

*Have a couple of sentences on hand to introduce others to your new idea.*

When you have a chance to introduce someone to your idea, you don't want to stumble around for the right words to say.

Craft a couple of sentences that contain your key message.

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## Emotional Connection

*Connecting with the feelings of your audience is usually more effective in persuading them than just presenting facts.*

As you share information about your new idea, you might believe that logical argument is enough to persuade people.

Create a connection with individuals on an emotional level by listening and addressing how they are feeling about the new idea.

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## Evolving Vision

*While taking baby steps through a change process, periodically set aside time for reflection to reevaluate your vision.*

A lofty vision can seem attainable in the beginning, but can become unrealistic when the world changes during the process.

Use an iterative approach to learn about and refine your vision.

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## Future Commitment

*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.*

You need help, but people are busy.

Approach individuals with an item that isn't urgent so they can put it on their to-do list on a future date.

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## Go-To Person

*Identify key people who can help with critical issues in your change initiative.*

Once you've identified areas where you lack expertise, how do you start asking for help?

Make a concrete action plan with a list of the things you need to do for the next milestone. Next to each item, write the names of those individuals with the specific expertise or resources to help you accomplish the task.

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## Imagine That

*To kick-start the change initiative, engage others in an exercise to imagine future possibilities.*

It can be difficult for those you are trying to convince to see how a new idea will fit into the work they will be doing.

Ask people to imagine a possible outcome with the new idea. Begin with “What if ...”

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## Know Yourself

*Before you begin & throughout the long journey required to lead a change initiative, consider whether you still have a real, abiding passion & the talents & abilities to make it happen.*

How do you know if you should take on the role of an evangelist?

Set aside time for reflection [...] Examine the beliefs & qualities that define who you are and what you will be able to do if you choose to lead this initiative.

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## Low-Hanging Fruit

*To show progress in the change initiative, complete a quick, easy, low-risk task with wide impact and then publicize the results.*

Given all the tasks you have to accomplish in your change initiative, how do you decide which one to tackle when you feel pressure to make progress?

As you prepare to move forward, occasionally look for a quick and easy win that will have visible impact.

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## Myth Buster

*Identify misconceptions surrounding the change initiative & address them in a timely, forthright manner.*

If we hear someone express an incorrect assumption about the innovation ... we usually address it head-on ... However, a false impression ... is usually a sign that this viewpoint is shared by others.

To get the word out [...] create a simple list of the myths paired with the realities.

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## Pick Your Battles

*Before you spend your energy in conflict, ask yourself whether you believe the issue is really important & if you have the resources to carry it through.*

You can't spend time and energy addressing every bit of resistance you meet.

Stop. Take a deep breath ... Ask yourself if [it] is worth it. Overcome your initial emotional reaction ... fight only for those things that will make a difference. Maintain your integrity so that at ... each decision point you are proud of yourself.

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## Town Hall Meeting

*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.*

It is difficult to stay in touch and involve everyone during the long period of time that is often necessary for a change...

Hold a meeting to solicit feedback, build support, get new ideas, [...] and report progress.

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## Wake-up Call

*To encourage people to pay attention to your idea, point out the issue that you believe has created a pressing need for change.*

People in your organization seem to be comfortable with the status quo. They don't see the need to change the current state of things.

Create a conscious need for change by calling attention to a problem & its negative consequences in the organization.

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These patterns are excerpts from:

### *More Fearless Change* *Strategies for Making Your Ideas Happen*

Mary Lynn Manns, Ph.D.,  
Linda Rising, Ph. D.  
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***IF YOU DON'T HAVE THE BOOK, GET IT.***  
***IF YOU HAVE THE BOOK AND HAVEN'T READ IT, DO SO NOW.***  
***THE BOOK INCLUDES STORIES & ADVICE, NOT INCLUDED***  
***HERE, FOR USING THESE PATTERNS IN CONTEXT***  
***AND IN COMBINATIONS.***

*Summary: The 15  
“More Fearless Change”  
patterns are:*

Accentuate the Positive  
Concrete Action Plan  
Easier Path  
Elevator Pitch  
Emotional Connection  
Evolving Vision  
Future Commitment  
Go-To Person  
Imagine That  
Know Yourself  
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