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Fearless Change: Patterns for Introducing New Ideas

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<http://www.fearlesschangepatterns.com/>

Mary Lynn Manns and Linda Rising

Name	Summary
<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.
<i>Big Jolt</i>	To provide more visibility for the change effort, invite a high profile person into your organization to talk about the new idea.
<i>Bridge-BUILDER</i>	Pair those who have accepted the new idea with those who have not.
<i>Brown Bag</i>	Use the time when people normally eat lunch to provide a convenient and relaxed setting for hearing about the new idea.
<i>Champion Skeptic</i>	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.
<i>Concrete Action Plan</i>	To make real progress toward your goal, at each implementation step, say what you will do, where and when you will do it.
<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 part of your job description.
<i>Do Food</i>	Make an ordinary gathering a special event by including food.
<i>Early Adopter</i>	Win the support of the people who can be opinion leaders for the new idea.
<i>Early Majority</i>	To create commitment to the new idea in the organization, you must convince the majority.
<i>e-Forum</i>	Set up an electronic bulletin board, distribution list, listserve, or writeable web site for those who want to hear more.
<i>Elevator Pitch</i>	Prepare a couple of sentences that you have ready to introduce others to your new idea.
<i>Emotional Connection</i>	Connecting with the emotional needs of your audience is 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>External Validation</i>	To increase the credibility of the new idea, bring in information from sources external to the organization.
<i>Fear Less</i>	Turn resistance to the new idea to your advantage.

<i>Go To Person</i>	Identify key people who can help at critical points in your change initiative.
<i>Group Identity</i>	Give the change effort an identity to help people recognize that it exists.
<i>Guru on Your Side</i>	Enlist the support of senior-level people who are esteemed by members of the organization.
<i>Guru Review</i>	Gather anyone who is a Guru on Your Side 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.
<i>Imagine That!</i>	To move your change initiative forward, engage people in an exercise to imagine future possibilities.
<i>In Your Space</i>	Keep the new idea visible by placing reminders throughout the organization.
<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 support the innovation and make his own unique contribution.
<i>Just Do It</i>	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.
<i>Just Enough</i>	To ease learners into the more difficult concepts of a new idea, give a brief introduction and make more information available when they are ready.
<i>Just Say Thanks</i>	To make people feel appreciated, say “thanks” in the most sincere way you can to everyone who helps you.
<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>	To avoid interruptions that disrupt the flow of an event, try to hold significant events off site.
<i>Mentor</i>	When a project wants to get started with the new idea, have someone around who understands it and can help the team.
<i>Myth Buster</i>	There are always myths around every change initiative. Document those and address them in a timely and forthright manner.
<i>Next Steps</i>	Take time near the end of an event about the new idea to identify what participants can do next.
<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>	Spend your energy in conflict only when it’s important. Fight for the things you believe in, but don’t fight if it’s not important.
<i>Piggyback</i>	When faced with several obstacles in your strategy to introduce something new, look for a way to piggyback on a practice in your organization.
<i>Plant the Seeds</i>	To spark interest, carry materials (seeds) and display (plant) them when the opportunity arises.

<i>Royal Audience</i>	Arrange for management and members of the organization to spend time with a special Big Jolt visitor.
<i>Shoulder to Cry On</i>	To avoid becoming too discouraged when the going gets tough, find opportunities to talk with others struggling to introduce a new idea.
<i>Small Concession</i>	To address the concerns of someone who is resistant to your cause and making a lot of noise, consider a small concession that will show you acknowledge the point of view and contribution.
<i>Small Successes</i>	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 success.
<i>Smell of Success</i>	When your efforts produce a visible positive result, people will come out of the woodwork to talk to you. 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>Step by Step</i>	Relieve your frustration at the enormous task of changing an organization by taking one small step at a time toward your goal.
<i>Study Group</i>	Form a small group of colleagues who are interested in exploring or continuing to learn about a specific topic.
<i>Sustained Momentum</i>	Take a pro-active approach to the on-going work of sustaining the interest in the new idea in your organization.
<i>Tailor Made</i>	To convince people in the organization of the value they can gain from the new idea, tailor your message to the needs of the organization.
<i>Test the Waters</i>	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.
<i>The Right Time</i>	Consider timing when you schedule events or when you ask others for help.
<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, hand out tokens that can be identified with the topic being introduced.
<i>Town Meeting</i>	As early as possible in your change effort and throughout, hold an event to gather as many participants as possible to solicit feedback, build support, get new ideas, and bring in newcomers.
<i>Trial Run</i>	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.
<i>Wake-up Call</i>	To encourage people to pay attention to your idea, point out the problem that you believe has created a pressing need for change.
<i>Whisper in the General's Ear</i>	Managers are sometimes hard to convince in a group setting, so meet privately to address any concerns.