Organizational Change
Myths and Patterns for Evangelists

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Why patterns?

Giving a name to a recurring problem with a known solution means the names of related patterns can be used to have a conversation about the problems and solutions.
Fearless Change

Patterns based on
- Social psychology
- Influence strategies
- Evolutionary biology
You’re not here to build software, you’re here to change the world.

Jeff Patton
Myth #1: Smart people are rational.
Keep these Patterns with You

Take on a role

*Evangelist* (not a fanatic)

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

*Test the Waters*

*Time for Reflection*

*Small Successes*

*Step by Step*
Myth #2: Good always triumphs over evil. (*Just World Fallacy*, one of our many cognitive biases.)
Do Food: A most under-appreciated pattern but one of my favorites ☺!
Myth #3: If I just had enough power I could make people change.
Threat, firing, killing are very effective but only get compliance. You want real commitment.
**Personal Touch:** Each person is asking, “What’s in it for me?”

You must address a genuine user need. Data does not equal empathy.

Jeff Patton
Different people accept new ideas differently

*This is new so it’s cool! (Innovators--2.5%)*

*It’s interesting, but I want to learn more. (Early Adopter--13.5%)*

*I want to know what other people think. (Early Majority--34%)*

*If I have to. I guess. (Late Majority--34%)*

*We’ve always done it this way. (Laggards--16%)*
Myth #4: Skeptics, cynics, resisters—THOSE people, well, they must be BAD or STUPID or BOTH!! Ignore them!!
Fear Less: Use resistance to your advantage. Listen, really listen, and learn all you can.
Champion Skeptic: Have a resident resistor play the important role of “Devil’s Advocate.” Treat him/her as a valued partner in the change effort.
Myth #5:
You’re a smart person, so you don’t need help from others. After all, it’s your idea!
Ask for Help: The idea is yours and you believe in it, but the change must not be “all about you.”
Just Say Thanks: Offer sincere appreciation for the contributions of others.
Power Thanks

- Sincere appreciation
- Timely
- Detailed
- Describe impact
Grateful people:

- Have more energy and optimism
- Are more resilient in the face of stress
- Have better health
- Suffer less depression
- Are more compassionate, more likely to help others, less materialistic, and more satisfied with life.
There are 48 patterns in *Fearless Change* to help you introduce new ideas. This is just a start!

Thanks!