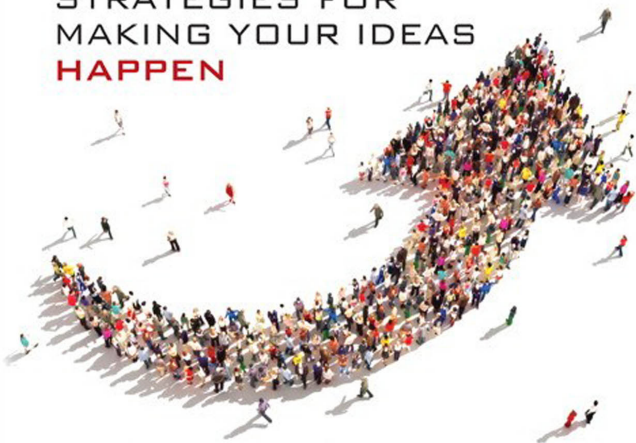




# MORE FEARLESS CHANGE

STRATEGIES FOR  
MAKING YOUR IDEAS  
HAPPEN



MARY LYNN MANNS, Ph.D.

LINDA RISING, Ph.D.

Foreword by TIM LISTER

FREE SAMPLE CHAPTER



SHARE WITH OTHERS

## Praise for *More Fearless Change*

“The hard part of change is enlisting the support of other people. Whether a top manager interested in improving your organization’s results or a lone developer promoting a better way of working, this book will give you tools and ideas to help accomplish your goal. Best of all, they’re presented in small, digestible bits.”

—George Dinwiddie, *independent coach and consultant, iDIA Computing, LLC*

“*More Fearless Change* is a great book. Through real experiences and concise analysis, Linda and Mary Lynn identify patterns that will help change leaders quantify the situations they often face. From there, they provide practical advice for dealing with and overcoming them. I found every pattern in *More Fearless Change* took me back to a specific place and time where I struggled to find the right approach to articulate my ‘great’ new idea and connect with the people around me. I went from conference talks and challenging questions from skeptics to meetings with colleagues where I failed to convey practical new solutions, or to quiet times on my own where I was downright frustrated with my progress. Linda and Mary Lynn have patterns for each that helped me think through to practical, positive solutions and prepare for the future. For a topic as challenging as organization change, it’s rare to find a collection of patterns that are as powerful as those you’ll find in *More Fearless Change*.”

—Neil Johnson, *principal hardware consultant, XtremeEDA*

“More secret sauce for positive organizational change! Mary Lynn and Linda make it sound so easy, but using their building blocks, it actually is. With books like these, change agents won’t run out of steam while resisters will run out of excuses.”

—*Jochen (Joe) Krebs, author of Going Lean, Agile coach, trainer, speaker, and incrementor*

“Keep the patterns in this book and *Fearless Change* handy. Whenever you are frustrated by an intractable problem, choose a pattern to try. If you still don’t get the desired results, try another. Others will join in your efforts, and you’ll feel the satisfaction as small successes start to add up. These patterns transformed me from an ineffective ‘voice in the wilderness’ to a valued collaborator.”

—*Lisa Crispin, co-author (with Janet Gregory) of Agile Testing: A Practical Guide for Testers and Agile Teams (Addison-Wesley, 2009) and More Agile Testing (Addison-Wesley, 2015)*

“*Fearless Change* and now *More Fearless Change* are required reading for my doctoral students. As they explore emerging issues and are learning new concepts and ideas, my students have been able to make significant changes to their professional workplace using these patterns for introducing new ideas. We look forward to *Even More Fearless Change*.”

—*Fred Grossman, professor and director of doctoral study in computing, Pace University, New York*

“This book, *More Fearless Change*, is creative work. I use these patterns with my students to take innovation into practice, and also with my collaborators working in industries to promote organizational change. This book is a significant read for people in academia and in the workplace.”

—*Takashi Iba, associate professor, Faculty of Policy Management, Keio University, Japan*

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More Fearless Change

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# More Fearless Change

*Strategies for Making Your Ideas Happen*

Mary Lynn Manns

Linda Rising



◆◆Addison-Wesley

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*Mary Lynn:*

*To my daughter Alison—because a mother's love never changes.*

*Linda:*

*For Karl; everything I do is better because of you.*



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# Foreword

On first noting this book's title, you might mistake *More Fearless Change* as a follow-on to *Fearless Change*, Linda Rising and Mary Lynn Manns' previous collaboration—but if you have not already read *Fearless Change*, don't put this book down to hunt for it first. *More Fearless Change* is written to stand alone as a collection of tactics and strategies for you to employ to increase your odds that the change you want can make it all the way from bright idea, through fruition, to “the way it is.”

*More Fearless Change* is not a recipe book for change. Rising and Manns are far too experienced in these matters to oversimplify the situation. It is a book of patterns—nuggets you pick up and inspect—and it is up to you to decide if one or another nugget would be helpful in communicating your particular idea campaign within your organization. The tactics and strategies are not specific to any organization type. If you see a need or an opportunity to improve the long-term health of your organization, and you want to see your idea through, and you are willing to work at it, I believe that *More Fearless Change*, as a coaching guide, can provide the key.

Actually, I would suggest that you read *More Fearless Change* twice, each time from a different perspective. First, try reading the book from the relatively safe perspective of you as *change agent*: You see a need for change, and



you have an idea that will facilitate that change. You need to convince those around you to join in, to invest in your idea, and to nurture it to full benefit.

Now from the scary view: After your first read, don't pick up *More Fearless Change* for at least a week. When you start rereading, imagine yourself not as the change agent, but as a *change recipient*. If you have been in this business a while, you can probably choose a real occurrence from your own experience; if not, go ahead and invent one.

Imagine, for example, that your job is being outsourced, and your company would like to outplace you as an employee of the outsourcee, which is located in <pick a distant place that does not thrill you>. You see that these requests are basically reasonable. You understand the business case the company is making. You see that this is absolutely not a case of Bad People Behaving Outrageously. You get that. So, how do you want to be treated? Which information do you expect, and from whom? Which promises would you ask for? Which time frame do you want to decide your path?

In the context of the real world, *More Fearless Change* reveals itself like a 3D stereogram. First you see it as a book to help you advance your ideas, then as a book to help you understand the complexities of how people react to proposed change.

Rising and Manns are the voices of honesty and fairness as they treat what is usually called change management, but it is not change "management" they are talking about. Theirs is a *campaign for change*, and their book is about changing the minds and behaviors of smart, emotional, real people, each of whom carries personal and career experiences from his or her past. What they address is not management, and therefore it is most worthwhile for all of us to look for help. Now turn the page. You can always read *Fearless Change* later.

Tim Lister  
The Atlantic Systems Guild  
New York, August 2014



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# About the Authors



**Mary Lynn Manns** is a management professor at University of North Carolina–Asheville, where she was recently awarded Distinguished Professor of Social Relations for her work in change leadership. She has a Ph.D. from De Montfort University in Leicester, United Kingdom, where her thesis focused on the introduction of patterns into organizations.

She has continued her work with numerous presentations at a variety of conferences and in organizations that include Microsoft, amazon.com, Avon, and Proctor & Gamble. Her publications include *Fearless Change: Patterns for Introducing New Ideas*, co-authored with Linda Rising. At her university, she guides students of all ages in learning the tools (patterns) for leading change and competing as social entrepreneurs. In 2013, Mary Lynn was the commencement speaker who transformed the typical model of speeches by encouraging the graduates to take the first steps toward changing the world as they got off their seats to dance. In her spare time, Mary Lynn helps individuals make personal change by leading “Zumba for People with Two Left Feet” workouts.



**Linda Rising** is an independent consultant based in Mt. Juliet, Tennessee (just east of Nashville). She has a Ph.D. from Arizona State University in the field of object-based design metrics and a background that includes university teaching and industry work in telecommunications, avionics, and tactical weapons systems. An internationally known presenter on topics related to patterns, retrospectives, the

change process, and how your brain works, Linda is the author of a number of publications and four books: *Design Patterns in Communications*; *The Pattern Almanac 2000*; *A Patterns Handbook*; and, co-authored with Mary Lynn Manns, *Fearless Change: Patterns for Introducing New Ideas*. Linda has been an amateur recorder player for more than 50 years. She and her husband, Karl Rehmer, are part of three performing groups. They also enjoy bike riding, even when the hills in Tennessee are pretty steep. They also serve as board members for Habitat for Humanity of Wilson County. Find more information about Linda at [lindarising.org](http://lindarising.org).

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# Share Information and Seek Help

When you have a good idea, you are anxious to share it. You want to investigate what others may think about it, identify some supporters and potential resisters, gather some hints for moving forward, and get some help. Unfortunately, this is not always easy. The patterns in this chapter will help you achieve these goals—Elevator Pitch, Town Hall Meeting, Go-To Person, and Future Commitment.

Our first book introduced the In Your Space pattern and pointed out some ways to keep your idea where others can see it and hear it frequently. We have since changed the name of this pattern to Persistent PR because this name does a better job of capturing what you are doing throughout the change initiative. Spread the word, even though this takes time and effort. Despite your persistence, however, people might not take the time to listen or might misunderstand your message. Even if you believe “there is no such thing as too much communication” during times of change, you might still struggle with how to do this effectively.

Mary Lynn encountered many of the challenges in creating and communicating consistent messages while leading the development of a new idea on her campus. The answer was to use many different methods, with the hope that one or more would catch the attention of each person she was trying to reach.

## Elevator Pitch

When you begin, and throughout your journey, you need to understand what your message should be. You can't, and probably don't want to, share all the details of the idea with everyone you meet. Instead, you and your team need a concise pitch that opens the conversation—an elevator pitch. This summation is by definition brief, but it can spark curiosity and invite questions. Fewer words, with a conversational style and a good opening line, will capture attention better than long prose.<sup>1</sup> As Anthony K. Tjan recommends, you don't want to over-sell to the point of diminishing returns.<sup>2</sup> An elevator pitch helps you and your listeners focus on what truly matters at that time. As the idea develops, the team can, and should, update the pitch so that it always provides an accurate summary of what's going on.

## Town Hall Meeting

When you feel prepared to share your message with a larger group, it might be time to hold a town hall meeting. Try to invite as many voices as possible—involve everyone. This can be an efficient way to provide an update on the idea, gather ideas, identify supporters, and ask for their help. If you are successful at attracting a large, diverse group, this can be an exciting sign that people are interested, but it can also create bedlam as all of their voices struggle to be heard. Be prepared to provide strong leadership during the meeting so that the message is clear and all speakers make their points.

## Go-To Person

The town hall meeting and your team's continuing use of your elevator pitch will likely attract some innovators and early adopters. Keep a list of these people. They are potential go-to people who can help with tasks that crop up as you and your team develop the initiative. This list may contain the names of people you can “go to” for any number of special skills you will need along the way.

### Future Commitment

If you are able to anticipate some of your needs, you can ask for a future commitment from busy people. If given some lead time, they may be more willing to help. This allows everyone to plan ahead.

Mary Lynn recently asked a colleague to help with a project that was due to begin in four months. The colleague agreed more quickly than expected, so there was a bit of surprise in Mary Lynn's voice when she conveyed her thanks. "No need to be surprised," her colleague replied, "the main thing that persuaded me is that I don't have to do it now."

### Where to Go Next

The patterns in this chapter will help you keep others informed about the idea and request help, but won't necessarily persuade them to jump on board. Building persistent PR with a solid elevator pitch and town hall meetings at strategic times is only a start. Your go-to people, and others whom you are trying to convince, need to be emotionally tied to the idea before they will accept it. The next chapter has some patterns to help you achieve this end.

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