Organizational Change Myths and Patterns for Evangelists

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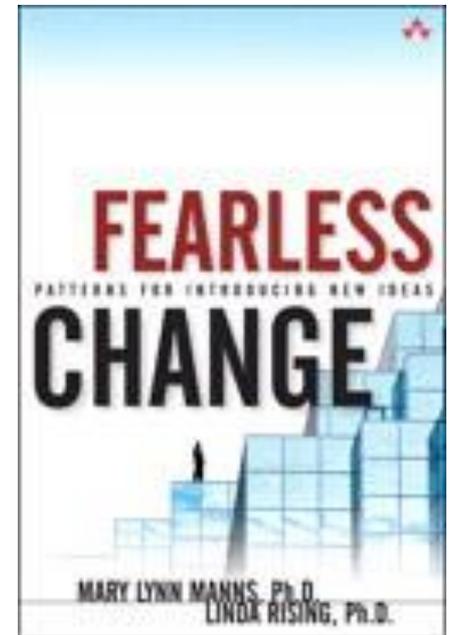
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Why patterns?

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.
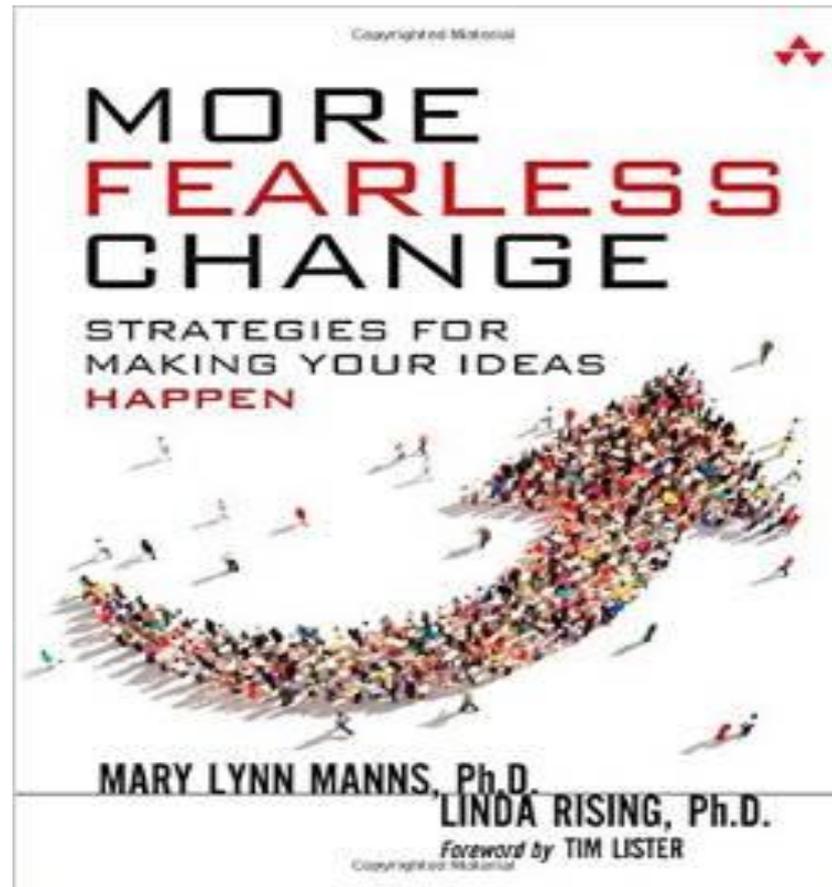
Fearless Change

Patterns based on

- **Social psychology**
- **Influence strategies**
- **Evolutionary biology**

Just out ☺!

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

    Just Do It

    Time for Reflection

    Small Successes

    Baby Steps

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 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%)

Caveats about adoption curve

- These are roles not people

- There is a correlation with age, both for individuals and organizations

- People can change. That is your job to encourage movement "up" the curve.

- Imagine what it would be like if everyone were an Innovator ☺!

Myth #4: Skeptics, cynics, resistors—THOSE people, well, they must be BAD or STUPID or BOTH!! Ignore them!!

Fear Less: **Listen, really listen, and learn all you can. Respect and build on the resistance.**

Champion Skeptic:

Encourage a resistor to play the important role of "Devil's Advocate." Treat this person 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."**

Sincere Appreciation:
Recognize the contributions of others. A powerful influencer!

Power Thanks

- **Sincere**
- **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 other patterns in *Fearless Change* to help you introduce new ideas. This is just a start!

Thanks!