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**PART ONE**

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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
Thanks to our shepherd, Joe Bergin, and to our PLoP ’08 writers workshop members: Takashi Abi, Miguel Carvalhais, Christian Crumlish, Dick Gabriel, Josh Kerievsky, Christian Kohls, Ricardo Lopez, Pam Rostal, Lubor Sesera, and Steve Wingo.

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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.
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 resistors, 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. As Anthony K. Tjan recommends, you don’t want to over-sell to the point of diminishing returns. 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—involving 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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