

Accentuate the Positive

To influence others during the change initiative and inspire them to believe the change can happen, motivate them with a sense of hope rather than fear.

Summary of Problem

Your attempts to scare others are not working.

Summary of Solution

Inspire people throughout the change initiative with a sense of optimism rather than fear.

Your notes: On the back of this paper, write some ways you can use this pattern in your change initiative.

Concrete Action Plan

To make progress toward your goal, state precisely what you will do as you take the next baby step.

Summary of Problem

Leading a change initiative, with its many twists and turns and ever-growing list of things to do, can make you feel out of control.

Summary of Solution

Describe the next small step for reaching a milestone goal in terms of concrete actions that include what you will do, where, and when.

Your notes: On the back of this paper, write some ways you can use this pattern in your change initiative.

Pattern Summary

Easier Path

To encourage adoption of a new idea, experiment with removing obstacles that might be standing in the way.

Summary of Problem

What can you do to make it easier for people to change?

Summary of Solution

Change the environment in a way that will encourage people to adopt the new idea.

Your notes: On the back of this paper, write some ways you can use this pattern in your change initiative.

Pattern Summary

Elevator Pitch

Have a couple of sentences on hand to introduce others to your new idea.

Summary of Problem

When you have a chance to introduce someone to your idea, you don't want to stumble around for the right words to say.

Summary of Solution

Craft a couple of sentences that contain your key message.

Your notes: On the back of this paper, write some ways you can use this pattern in your change initiative.

Emotional Connection

Connecting with the feelings of your audience is usually more effective in persuading them than just presenting facts.

Summary of Problem

As you share information about your new idea, you might believe that logical argument is enough to persuade people.

Summary of Solution

Create a connection with individuals on an emotional level by listening and addressing how they are feeling about the new idea.

Your notes: On the back of this paper, write some ways you can use this pattern in your change initiative.

Evolving Vision

While taking baby steps through a change process, periodically set aside time for reflection to reevaluate your vision.

Summary of Problem

A lofty vision can seem attainable in the beginning, but can become unrealistic when the world changes during the process.

Summary of Solution

Use an iterative approach to learn about and refine your vision.

Your notes: On the back of this paper, write some ways you can use this pattern in your change initiative.

Future Commitment

To make it more likely that you will get help in the change initiative, ask others to do something you will need much later and wait for them to commit.

Summary of Problem

You need help, but people are busy.

Summary of Solution

Approach individuals with an item that isn't urgent so they can put it on their to-do list on a future date.

Your notes: On the back of this paper, write some ways you can use this pattern in your change initiative.

Go-To Person

Identify key people who can help with critical issues in your change initiative.

Summary of Problem

Once you've identified areas where you lack expertise, how do you start asking for help?

Summary of Solution

Make a concrete action plan with a list of the things you need to do for the next milestone. Next to each item, write the names of those individuals with the specific expertise or resources to help you accomplish the task.

Your notes: On the back of this paper, write some ways you can use this pattern in your change initiative.

Imagine That

To kick-start the change initiative, engage others in an exercise to imagine future possibilities.

Summary of Problem

It can be difficult for those you are trying to convince to see how a new idea will fit into the work they will be doing.

Summary of Solution

Ask people to imagine a possible outcome with the new idea. Begin with “What if...?”

Your notes: On the back of this paper, write some ways you can use this pattern in your change initiative.

Know Yourself

Before you begin, and throughout the long journey required to lead a change initiative, consider whether you still have a real and abiding passion and the talents and abilities to make it happen.

Summary of Problem

How do you know if you should take on the role of an evangelist?

Summary of Solution

Set aside time for reflection to evaluate and understand your own abilities, limitations, and personal resources. Identify your values, principles, likes, dislikes, strengths, and weaknesses. Examine the beliefs and qualities that define who you are and what you will be able to do if you choose to lead this initiative.

Your notes: On the back of this paper, write some ways you can use this pattern in your change initiative.

Low Hanging Fruit

To show progress in the change initiative, complete a quick and easy, low-risk task with wide impact and then publicize the results.

Summary of Problem

Given all the tasks you have to accomplish in your change initiative, how do you decide which one to tackle when you feel pressure to make progress?

Summary of Solution

As you prepare to move forward, occasionally look for a quick and easy win that will have visible impact.

Your notes: On the back of this paper, write some ways you can use this pattern in your change initiative.

Myth Buster

Identify misconceptions surrounding the change initiative and address them in a timely and forthright manner.

Summary of Problem

If we hear someone express an incorrect assumption about the innovation, we usually address it head-on with the person who is expressing the concern. However, a false impression in one person's mind is usually a sign that this viewpoint is shared by others.

Summary of Solution

To get the word out about what the innovation *isn't* as well as what *won't* happen as a result of its introduction into the organization, create a simple list of the myths paired with the realities.

Your notes: On the back of this paper, write some ways you can use this pattern in your change initiative.

Pick Your Battles

Before you expend your energy in conflict, ask yourself whether you believe the issue is really important and if you have the resources to carry your fight through to the end.

Summary of Problem

You can't spend time and energy addressing every bit of resistance you meet.

Summary of Solution

Stop. Take a deep breath and think for a minute. Ask yourself if the current conflict is worth it. Overcome your initial emotional reaction and make a conscious decision to fight only for those things that will make a difference. Maintain your integrity so that at the end of each decision point you are proud of yourself.

Your notes: On the back of this paper, write some ways you can use this pattern in your change initiative.

Town Hall Meeting

As early as possible and throughout the initiative, schedule an event to share updates about the new idea, solicit feedback, build support, uncover new ideas, and bring in newcomers.

Summary of Problem

It is difficult to stay in touch and involve everyone during the long period of time that is often necessary for a change initiative.

Summary of Solution

Hold a meeting to solicit feedback, build support, get new ideas, intrigue newcomers, and report progress.

Your notes: On the back of this paper, write some ways you can use this pattern in your change initiative.

Wake-up Call

To encourage people to pay attention to your idea, point out the issue that you believe has created a pressing need for change.

Summary of Problem

People in your organization seem to be comfortable with the status quo. They don't see the need to change the current state of things.

Summary of Solution

Create a conscious need for the change by calling attention to a problem and its negative consequences in the organization.

Your notes: On the back of this paper, write some ways you can use this pattern in your change initiative.

Ask for Help

Since the task of introducing a new idea into an organization is a big job, look for people and resources to help your efforts and encourage involvement.

Summary of Problem

The job of introducing a new idea into an organization is too big for one person, especially a newcomer who doesn't know the ropes.

Summary of Solution

Ask as many people as you can for help when you need it. Don't try to do it alone.

Your notes: On the back of this paper, write some ways you can use this pattern in your change initiative.

Baby Steps

(previously titled **Step-By-Step**)

Take one small step at a time toward your goal.

Summary of Problem

You wonder what your plan should be for introducing the new idea into your organization.

Summary of Solution

Use an incremental approach in the change initiative, with short-term goals, while keeping your long-term vision.

Your notes: On the back of this paper, write some ways you can use this pattern in your change initiative.

Big Jolt

To provide visibility for the change effort, hold a high-profile event to showcase the new idea.

Summary of Problem

You've been carrying out some activities to give your new idea some visibility in your organization, but at some point you need to attract more attention to the effort.

Summary of Solution

Arrange for a high-profile person who can talk about the new idea to do a presentation in your organization.

Your notes: On the back of this paper, write some ways you can use this pattern in your change initiative.

Bridge Builder

Ask those who have accepted the new idea to talk with those who have not.

Summary of Problem

Some won't listen to even the most enthusiastic proponent if it's someone they don't know or trust.

Summary of Solution

Ask for help from early adopters, connectors, or gurus who have already adopted the innovation. Introduce them to people who have interests similar to theirs and encourage them to discuss how they found the innovation useful.

Your notes: On the back of this paper, write some ways you can use this pattern in your change initiative.

Brown Bag

Use the time when people normally eat together as a convenient and relaxed setting for hearing about the new idea.

Summary of Problem

People can be too busy to attend optional meetings held during work hours.

Summary of Solution

Hold the meeting in the middle of the day and invite attendees to bring their own lunches.

Your notes: On the back of this paper, write some ways you can use this pattern in your change initiative.

Champion Skeptic

Ask for help from opinion leaders who are skeptical of your new idea, and use their comments to improve your effort, even if you don't change their minds.

Summary of Problem

Some of the resisters to the new idea are strong opinion leaders in your organization.

Summary of Solution

Ask for help from a skeptical opinion leader to play the role of "official skeptic" or "official realist."

Your notes: On the back of this paper, write some ways you can use this pattern in your change initiative.

Connector

To help you spread the word about the innovation, ask for help from people who have connections with many others in the organization.

Summary of Problem

Your organization is too big for you to personally contact everyone.

Summary of Solution

Ask for help in spreading the word about the innovation from those who know and communicate with many others in your organization.

Your notes: On the back of this paper, write some ways you can use this pattern in your change initiative.

Corporate Angel

To help align the innovation with the goals of the organization, get support from a high-level executive.

Summary of Problem

Support from local management will provide some attention and resources for the new idea, but you need high-level support to have a more lasting impact.

Summary of Solution

Enlist the support of a high-level executive who has a special interest in the new idea and will provide direction and the resources to support it.

Your notes: On the back of this paper, write some ways you can use this pattern in your change initiative.

Corridor Politics

Informally work on decision makers and key influencers before an important vote, to ensure they understand the consequences of the decision.

Summary of Problem

It's difficult to address the concerns of all decision makers when a new idea is raised in a large meeting.

Summary of Solution

Informally work on decision makers and key influencers one-on-one before the vote. Try to get the approval of anyone who can kill the idea.

Your notes: On the back of this paper, write some ways you can use this pattern in your change initiative.

Dedicated Champion

To increase your effectiveness in introducing your new idea, make a case for having the work become part of your job description.

Summary of Problem

Effectively introducing a new idea into any organization is too much work for a volunteer.

Summary of Solution

Make a case for including the change initiative as part of your job description.

Your notes: On the back of this paper, write some ways you can use this pattern in your change initiative.

Do Food

To influence attendees, bring special food to a meeting.

Summary of Problem

Usually a meeting is just another ordinary, impersonal event.

Summary of Solution

Make food available at the meeting.

Your notes: On the back of this paper, write some ways you can use this pattern in your change initiative.

Pattern Summary

Early Adopter

Win the support of the people who can be opinion leaders for the new idea.

Summary of Problem

To create more impact for the new idea in an organization, interest must extend beyond the initial group of supporters.

Summary of Solution

Look for the opinion leaders and ask them for help.

Your notes: On the back of this paper, write some ways you can use this pattern in your change initiative.

Pattern Summary

Early Majority

To increase support, show that many people are starting to use the innovation.

Summary of Problem

The support of innovators and early adopters will spark the new idea, but you need much more to truly have impact.

Summary of Solution

Expand the group that has adopted the new idea rapidly to include the more deliberate majority that will allow the new idea to establish a strong foothold.

Your notes: On the back of this paper, write some ways you can use this pattern in your change initiative.

Evangelist

To begin to introduce the new idea into your organization, do everything you can to share your passion for it.

Summary of Problem

You want to get a new idea going, but you don't know where to start.

Summary of Solution

To introduce a new idea, let your passion for this new idea drive you.

Your notes: On the back of this paper, write some ways you can use this pattern in your change initiative.

External Validation

To increase the credibility of the new idea, bring in information from sources outside the organization.

Summary of Problem

Before being persuaded to accept a new idea, people want assurance that the idea has validity outside the organization.

Summary of Solution

Give people in the organization external sources of useful information about the new idea.

Your notes: On the back of this paper, write some ways you can use this pattern in your change initiative.

Pattern Summary

Fear Less

Turn resistance to the new idea to your advantage by respectfully listening to and learning from skeptics' point of view.

Summary of Problem

Any innovation is disruptive, so resistance is likely.

Summary of Solution

Ask for help from resisters.

Your notes: On the back of this paper, write some ways you can use this pattern in your change initiative.

Pattern Summary

Group Identity

Give the change effort an identity but encourage wide participation to involve everyone.

Summary of Problem

It's harder to introduce a new idea when people aren't aware that the effort exists.

Summary of Solution

Give the change effort an identity.

Your notes: On the back of this paper, write some ways you can use this pattern in your change initiative.

Guru on Your Side

Enlist the support of influential people who are esteemed by members of the organization at all levels.

Summary of Problem

People in an organization can be reluctant to show interest in a new idea unless it has the support of colleagues they respect.

Summary of Solution

Enlist the support of experienced, senior-level gurus who are respected by both managers and non-managers alike.

Your notes: On the back of this paper, write some ways you can use this pattern in your change initiative.

Guru Review

Gather a group of trusted advisors and other interested colleagues to evaluate the new idea for managers and other developers.

Summary of Problem

Some managers and developers are supportive, but others are reluctant to join in until they have some assurance that this is a worthwhile idea.

Summary of Solution

Gather a review team of respected gurus in the organization to evaluate the new idea.

Your notes: On the back of this paper, write some ways you can use this pattern in your change initiative.

Hometown Story

To help people see the usefulness of the new idea, encourage those who have had success with it to share their stories in an informal setting.

Summary of Problem

People who haven't used the new idea may not be aware that other people have used it successfully.

Summary of Solution

Encourage individuals to share their experiences with the new idea in an informal, highly interactive session.

Your notes: On the back of this paper, write some ways you can use this pattern in your change initiative.

Innovator

When you begin the change initiative, ask for help from colleagues who like new ideas.

Summary of Problem

You need people to jumpstart the new idea in your organization.

Summary of Solution

Find the people who are quick to adopt new ideas. Talk to them about the innovation and ask for help in sparking an interest for it in the organization.

Your notes: On the back of this paper, write some ways you can use this pattern in your change initiative.

Involve Everyone

For a new idea to be successful across an organization, everyone should have an opportunity to make his or her own unique contribution.

Summary of Problem

Even when you ask for help, there's a tendency to take on too much. Others---especially those who don't see the value in the new idea---may think of it as "your show."

Summary of Solution

Make it known that everyone is welcome to be part of the change effort. Involve people from as many different groups as possible: management, administrative and technical support, marketing, and training.

Your notes: On the back of this paper, write some ways you can use this pattern in your change initiative.

Just Do It

Don't wait for the perfect moment when you have the resources and knowledge you think you need; instead, take the first baby step and start learning.

Summary of Problem

You don't have any experience with the innovation yourself, just good ideas that might work. You believe that the innovation can help the organization, but you're not sure.

Summary of Solution

Gather firsthand information on the benefits and limitations of the innovation by integrating it into your current work.

Your notes: On the back of this paper, write some ways you can use this pattern in your change initiative.

Just Enough

To ease people into the new idea, avoid over-selling and overwhelming them by providing an appropriate amount of information that they can understand and use at that particular time.

Summary of Problem

Difficult, complex concepts can overwhelm novices.

Summary of Solution

When introducing the new idea, concentrate on the fundamentals and give learners a brief description of the more difficult concepts. Provide more information when they are ready.

Your notes: On the back of this paper, write some ways you can use this pattern in your change initiative.

Local Sponsor

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.

Summary of Problem

You need attention and resources for the new idea.

Summary of Solution

Find a first-line manager to support your new idea---ideally, your boss.

Your notes: On the back of this paper, write some ways you can use this pattern in your change initiative.

Location, Location, Location

When holding an event that focuses on the new idea, consider the comfort and enjoyment of the participants so the surroundings do not interfere with their ability to listen and participate.

Summary of Problem

When you hold an event onsite at the organization, attendees can be easily distracted with their nearby work obligations.

Summary of Solution

Hold significant events of a half-day or longer offsite but nearby.

Your notes: On the back of this paper, write some ways you can use this pattern in your change initiative.

Mentor

When a project team wants to get started with the new idea, have someone around who understands it and can help the team.

Summary of Problem

People want to use the new idea on their project but don't know how to begin.

Summary of Solution

Find an outside or internal consultant or trainer to provide mentoring and feedback while project members are getting started with the innovation.

Your notes: On the back of this paper, write some ways you can use this pattern in your change initiative.

Next Steps

Take time near the end of an event or conversation to identify which actions participants can do next.

Summary of Problem

A presentation in a training class or another event can leave attendees uncertain about what to do with what they have learned.

Summary of Solution

Take time near the end of a presentation to brainstorm and discuss how the participants can apply the new information.

Your notes: On the back of this paper, write some ways you can use this pattern in your change initiative.

Persistent PR

(previously titled **In Your Space**)

To keep the new idea in front of everyone, consistently promote it in a variety of ways.

Summary of Problem

Unless people are reminded, they may forget about the new idea.

Summary of Solution

Post information about the new idea around your organization--- wherever people are likely to see it and discuss it.

Your notes: On the back of this paper, write some ways you can use this pattern in your change initiative.

Personal Touch

To convince people of the value in a new idea, show how it can be *personally* useful and valuable to them.

Summary of Problem

Presentations and training will arouse curiosity and some interest in the new idea, but you must do more--the old habits of most individuals will not die without effort.

Summary of Solution

Talk with individuals about the ways in which the new idea can be personally useful and valuable to them.

Your notes: On the back of this paper, write some ways you can use this pattern in your change initiative.

Piggyback

To help the new idea be less threatening, build on existing practices and use current language.

Summary of Problem

Several procedures or hurdles are required for the introduction of your new idea but you're looking for an easier way.

Summary of Solution

Piggyback the new idea on a well-accepted practice in the organization.

Your notes: On the back of this paper, write some ways you can use this pattern in your change initiative.

Plant the Seeds

Take every opportunity you can, no matter how small, to spark an interest in the idea.

Summary of Problem

You want to spark some interest in the new idea.

Summary of Solution

Carry materials about the new idea to events where people gather. Put them in places where people are likely to pick them up and look at them.

Your notes: On the back of this paper, write some ways you can use this pattern in your change initiative.

The Right Time

Consider the timing of competing obligations when you schedule events or when you ask for help.

Summary of Problem

When people face deadlines and have too much to do, they tend to focus on things that move them toward completing necessary tasks and making the deadlines.

Summary of Solution

Be aware of those times when people are likely to be the busiest. Schedule events and requests for help outside those times.

Your notes: On the back of this paper, write some ways you can use this pattern in your change initiative.

Royal Audience

Arrange for management and members of the organization to spend time with a special visitor.

Summary of Problem

You want to get the most out of a visit from a famous person.

Summary of Solution

Use spare hours or lunchtime during the day or evenings, before and/or after the featured presentation, to make the visitor available for teams, individuals, or managers.

Your notes: On the back of this paper, write some ways you can use this pattern in your change initiative.

Shoulder to Cry On

To avoid becoming too discouraged when the going gets tough, find opportunities for everyone to have supportive listeners.

Summary of Problem

When you're struggling to introduce a new idea, it's easy to become discouraged.

Summary of Solution

Get together regularly with others who are also working to introduce the new idea or are interested in the process.

Your notes: On the back of this paper, write some ways you can use this pattern in your change initiative.

Sincere Appreciation

(previously titled **Just Say Thanks**)

To help people feel appreciated, express your gratitude in the most sincere way you can to everyone who makes a contribution.

Summary of Problem

People feel unappreciated when they work hard and no one notices or cares.

Summary of Solution

Find everyone who has helped you and say “thanks” in the most sincere way you can.

Your notes: On the back of this paper, write some ways you can use this pattern in your change initiative.

Small Successes

To avoid becoming discouraged by obstacles and slow progress, celebrate even a small success.

Summary of Problem

Every organizational change effort has its ups and downs. It’s a difficult process.

Summary of Solution

As you carry on in baby steps, take the time to recognize and celebrate successes, especially the small ones.

Your notes: On the back of this paper, write some ways you can use this pattern in your change initiative.

Smell of Success

When your efforts produce a visibly positive result, treat this opportunity as a teaching moment.

Summary of Problem

When you start to have some success, newcomers will ask you about the innovation.

Summary of Solution

When people comment on the success they see with the innovation, treat their inquiry as a teaching moment.

Your notes: On the back of this paper, write some ways you can use this pattern in your change initiative.

Stay in Touch

Once you've sparked some interest in people, don't forget about them, and make sure they don't forget about you.

Summary of Problem

Your key supporters have too many things to think about and can forget about the new idea.

Summary of Solution

Stay in touch with your key supporters.

Your notes: On the back of this paper, write some ways you can use this pattern in your change initiative.

Study Group

Form a small group of colleagues who are interested in exploring or continuing to learn about your new idea.

Summary of Problem

There may be little or no money for formal training on the specific topic.

Summary of Solution

Form a group of no more than eight colleagues who are interested in exploring and studying an interesting topic.

Your notes: On the back of this paper, write some ways you can use this pattern in your change initiative.

Sustained Momentum

Be proactive in keeping your change initiative going.

Summary of Problem

The many other things that need to be done will tempt you to put the task of introducing the new idea on the back burner for a while. Doing so can cause you and other people to lose interest in it.

Summary of Solution

Take a proactive approach in the organization to the ongoing work of sustaining the interest in the new idea. Take some small action each day, no matter how insignificant it may seem, to move you closer to your goal.

Your notes: On the back of this paper, write some ways you can use this pattern in your change initiative.

Tailor Made

To convince management and executives in the organization, point out the costs and benefits of your new idea.

Summary of Problem

Individuals can be intrigued by interesting ideas, but to have impact on an organization, the idea has to be more than just interesting.

Summary of Solution

Taylor your message about the innovation to the needs of the organization.

Your notes: On the back of this paper, write some ways you can use this pattern in your change initiative.

Time for Reflection

To learn from the past, take time at regular intervals to evaluate what is working well and what should be done differently.

Summary of Problem

We make the same assumptions and the same mistakes based on those assumptions over and over again.

Summary of Solution

Pause in any activity to reflect on what is working well and what should be done differently.

Your notes: On the back of this paper, write some ways you can use this pattern in your change initiative.

Token

To keep a new idea alive in a person's memory, give tokens, especially valuable intangibles that can be identified with the topic being introduced.

Summary of Problem

People may be enthusiastic about a topic when they first hear about it, but the enthusiasm quickly wanes as they forget tomorrow what excited them today.

Summary of Solution

Hand out small tokens that will remind people of the new idea.

Your notes: On the back of this paper, write some ways you can use this pattern in your change initiative.

Trial Run

When the organization is reluctant to commit to the new idea, suggest an experiment for a short period and learn from its results.

Summary of Problem

There are people in the organization who are expressing an endless stream of objections to the new idea. It would be a daunting, or even impossible, task to try to ease everyone's worries before the new idea is adopted.

Summary of Solution

Suggest that the organization, or a segment of the organization, try the new idea for a limited period as an experiment.

Your notes: On the back of this paper, write some ways you can use this pattern in your change initiative.

Pattern Summary

Whisper in the General's Ear

Because managers and others at any level of authority are usually hard to convince in a group setting, meet privately to address any concerns.

Summary of Problem

Managers who are against your new idea have the power to block your progress.

Summary of Solution

Set up a short one-on-one meeting with a manager to address any concerns with the innovation and the effort to introduce it.

Your notes: On the back of this paper, write some ways you can use this pattern in your change initiative.