

Myths and Patterns of Organizational Change



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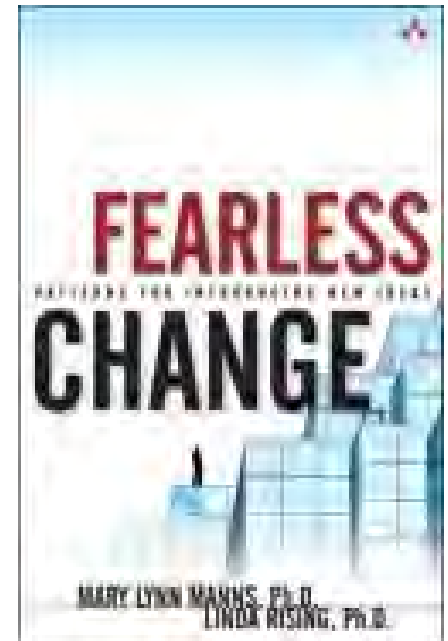
Why patterns?

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.

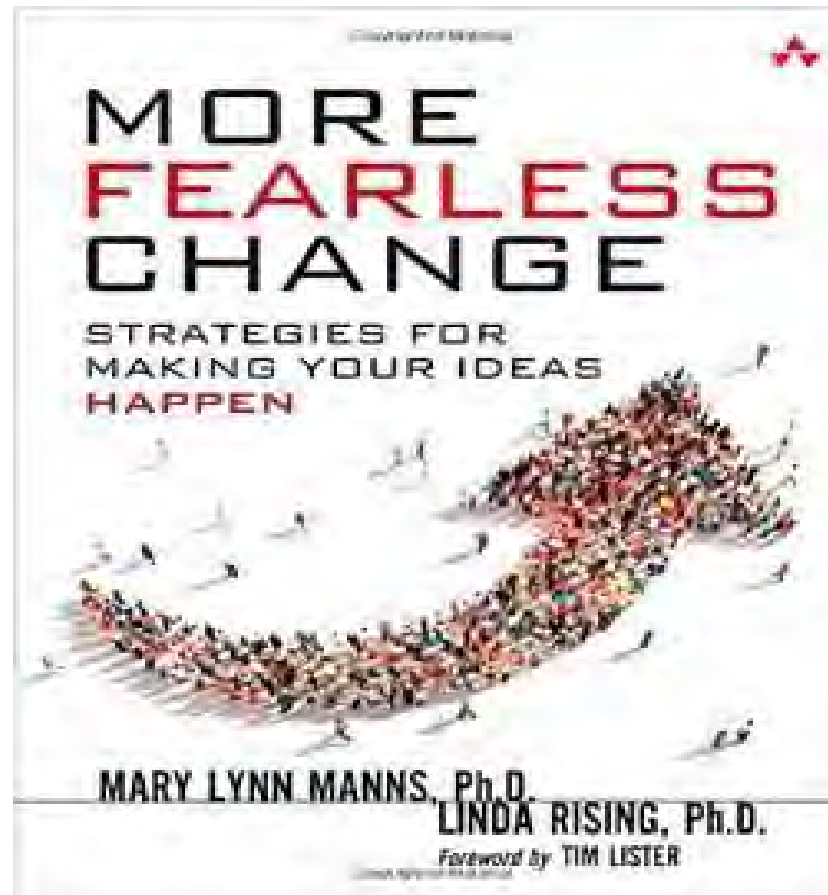
Fearless Change



Patterns based on

- Social psychology
- Influence strategies
- Evolutionary biology



Now out 😊!





**You're not here to build
software, you're here to change
the world.**

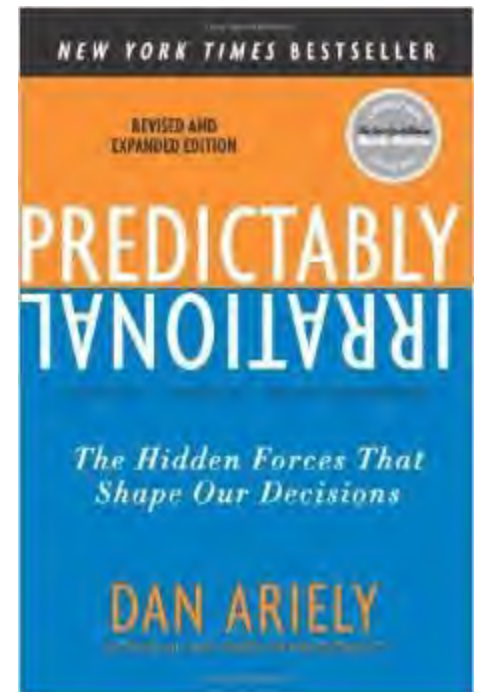
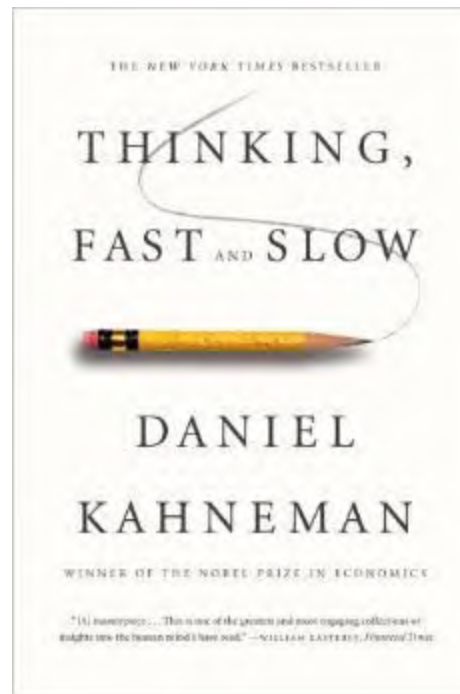
Jeff Patton

A decorative header at the top of the slide. On the left, there is a large, stylized white star with a yellow and green gradient. To its right, a path of yellow and orange rectangular blocks leads towards the right edge of the slide. The background of the header is a mix of yellow, green, and blue.

**Myth #1:
Smart people are rational.**

Behavioral economics

**Kahneman
& Tversky
changed
the way
we think
about
decision
making.**





Buy low, sell high.



Keep these patterns with you

Take on a role:

Evangelist (not a fanatic)

Run lots of small experiments. Build on successes. Learn from failures.

Just Do It

Time for Reflection

Small Successes

Baby Steps



Failure = learning

- **In experimenting, failure is inevitable, so it must be OK to fail.**
- **Make experiments so small that failure will not have wide impact.**
- **All results provide data. Learn from it.**



**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 😊!**

Maria's Rule



**There are
very few
problems
that cake
cannot
solve.**


With special thanks to Morten Elvang



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.



You can buy a person's hand, but you can't buy his heart. His heart is where his enthusiasm, his loyalty is. You can buy his back, but you can't buy his brain. That's where his creativity is, his ingenuity, his resourcefulness.

**Stephen R. Covey
The 7 Habits of Highly Effective
People**



Personal Touch: Each person is asking, “What’s in it for me?”

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

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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 -- encourage movement “up” the curve**
- **Why would we be hardwired to behave this way?**
- **Imagine 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 with respect, and learn all you can. Build on the resistance.**





**Seek first to understand,
then to be understood.**

**Stephen R. Covey
The 7 Habits of Highly
Effective People**




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.

Note: this is about learning, not keeping the skeptic busy!



**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.”

Bringing in others is the best way to influence them.



Sincere Appreciation:
**Recognize the contributions
of others.**



Power Thanks

- **Sincere**
- **Timely**
- **Detailed**
- **Describe impact**



Grateful people

- **Have more energy and optimism**
- **Are more resilient**
- **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 and *More
Fearless Change* to help you
introduce new ideas. This is
just a start!**

Thanks for listening!