

Myths and Patterns of Organizational Change

组织变革的错觉与模式

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下一代
软件研发
SOFTWARE
DEVELOPMENT

为什么需要模式?

Why patterns?

**给一个已知解决方案的重现问题命名
意味着相关模式的名称可以用来
探讨问题和解决方案**

**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.**

拥抱变革

Fearless Change

模式基于

Patterns based on

- 社会心理学

Social psychology

- 影响策略

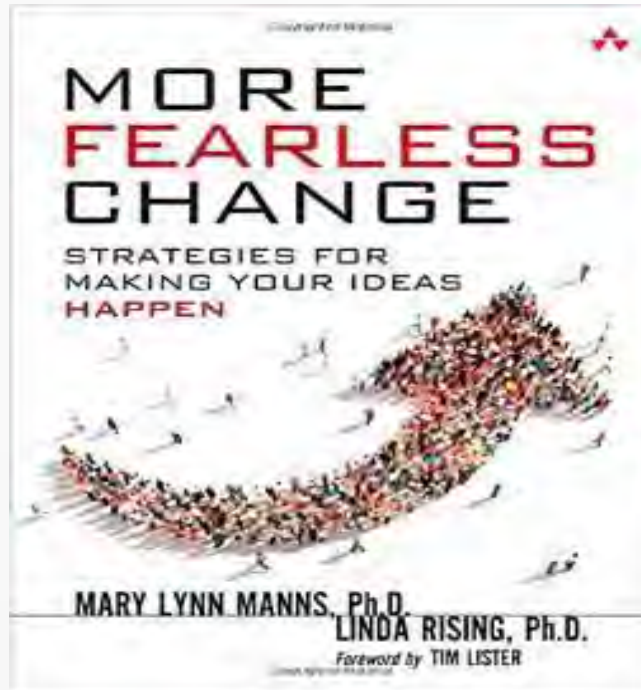
Influence strategies

- 进化生物学

Evolutionary biology



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错觉（一）

Myth #1:

聪明的人是理智的

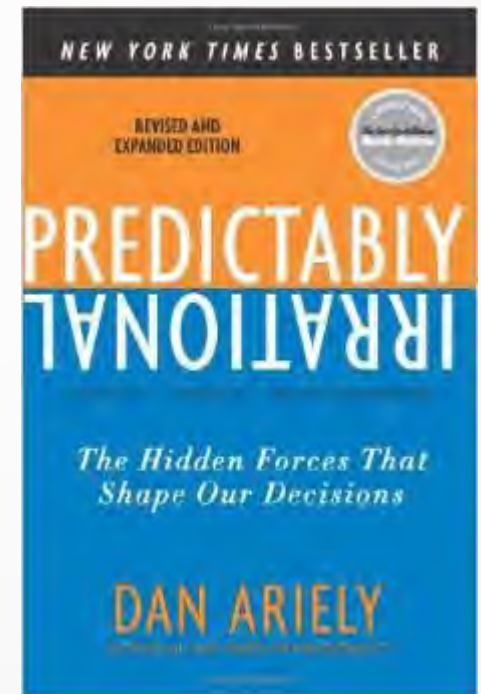
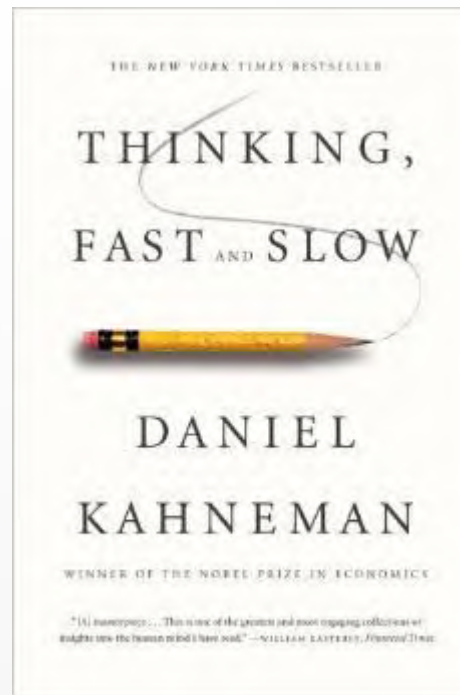
Smart people are rational.

行为经济学

Behavioral economics

**Kahneman 和
Tversky 改变了
我们做决策的思维
方式。**

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



记住这些模式

Keep these patterns with you

扮演一个角色 Take on a role:

布道者 *Evangelist* (而非盲信者 not a fanatic)

多实践小尝试 Run lots of small experiments

在成功上构建 Build on successes

从失败中学习 Learn from failures

不妨一试 *Just Do It*

回顾时间 *Time for Reflection*

小有成绩 (小确幸) *Small Successes*

循序渐进 *Baby Steps*

失败 = 学习

Failure = learning

- **在尝试时，失败在所难免，所以失败必须是正常的。** In experimenting, failure is inevitable, so it must be OK to fail.
- **让尝试很小，这样失败就不会有大影响。** Make experiments so small that failure will not have wide impact.
- **所有的结果都有数据支撑。从中学习。** All results provide data. Learn from it.

错觉（二）

Myth #2:

善良总是战胜邪恶。（出自《Just World Fallacy》，一个我们的认知偏见）

Good always triumphs over evil. (Just World Fallacy, one of our many cognitive biases.)

准备食物 *Do Food*:

**一个最容易被忽视的模式，但却是我的
最爱之一 😊！**

**A most under-appreciated pattern
but one of my favorites 😊!**

错觉（三）

Myth #3:

如果我有足够的力量那么我就能让人们改变。

If I just had enough power I could make people change.

**威胁，开火，杀戮都非常有效但只能
得到顺从。而你想要的是承诺。**

**Threat, firing, killing are very
effective but only get
compliance. You want
commitment.**

你可以收买一个人的双手，但你买不到他的心。他的心是他的热情和忠诚所在。你可以收买一个人的劳力，但是你买不到他的头脑。那是他的创造力、独创性、智谋所在。

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

《高效能人士的7个习惯》

The 7 Habits of Highly Effective People



个人沟通 *Personal Touch:*

每个人都在问：“我有什么好处？”

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

你必须找到真正的用户需求

You must address a genuine user need.

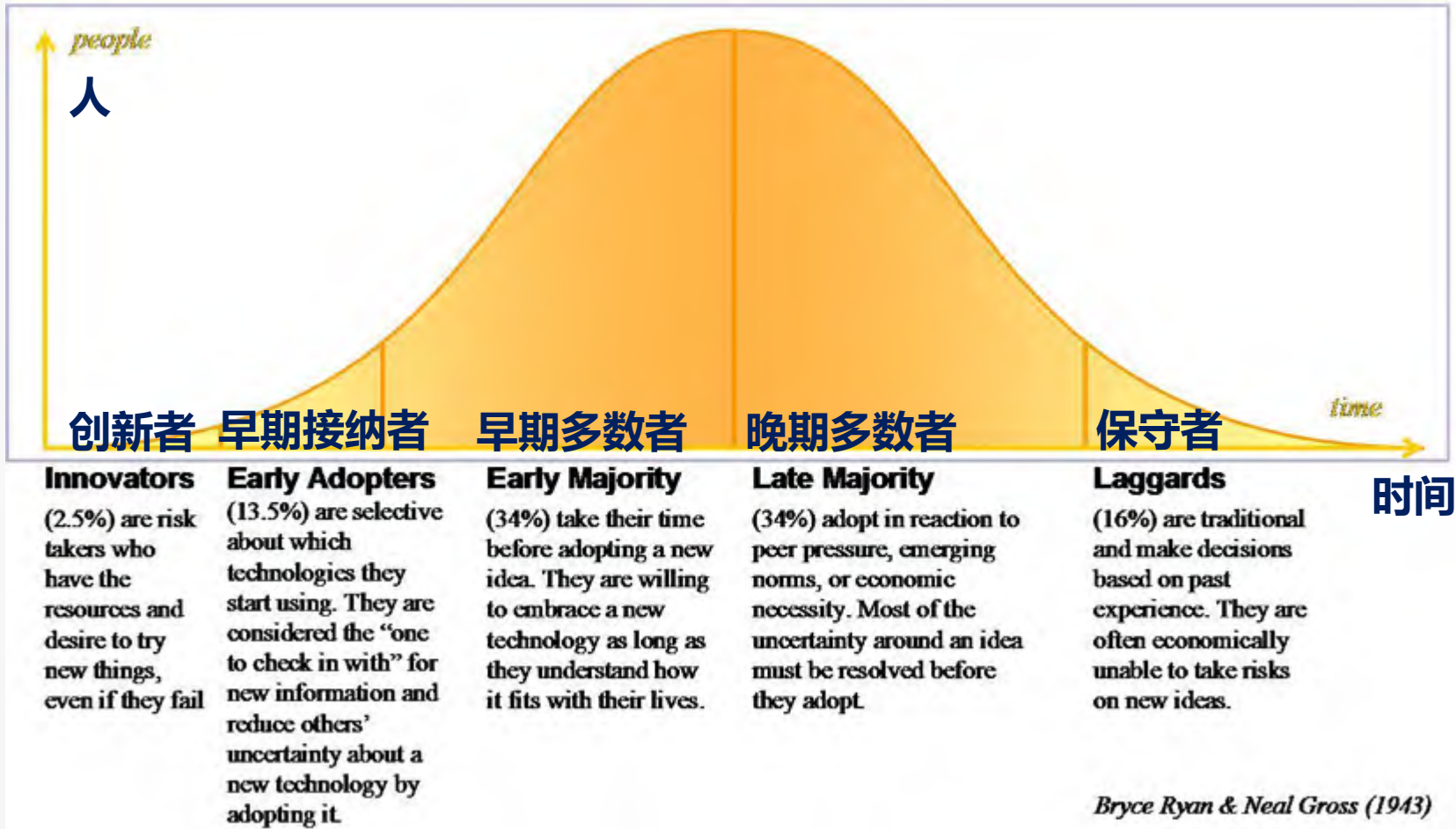
数据不等于同理心

Data does not equal empathy.

Jeff Patton



接受度曲线 Adoption Curve



不同的人对新事物的接受度是不同的

Different people accept new ideas differently

这是新的，很酷！ This is new so it's cool!

(Innovators 创新者--2.5%)

有趣，但我想多了解些。 It's interesting, but I want to learn more.

(Early Adopter 早期接纳者--13.5%)

我想知道其他人怎么看。 I want to know what other people think.

(Early Majority 早期多数者--34%)

如果我不得不接受的话。我不确定。 If I have to. I guess.

(Late Majority 晚期多数者--34%)

我们一直有我们的做事方式。 We've always done it this way.

(Laggards 保守者--16%)

关于接受度曲线的注意事项

Caveats about adoption curve

- **是指角色而不是指人** These are roles not people
- **接受度与年龄有关联性，个体和组织都是如此** There is a correlation with age, both for individuals and organizations
- **人可以改变——鼓励向上** People can change -- encourage movement "up" the curve
- **为什么我们会硬性的遵循这样的方式？** Why would we be hardwired to behave this way?
- **想象一下如果每个人都是创新者！** Imagine if everyone were an Innovator 😊!

错觉（四）

Myth #4:

**怀疑论者、嘲讽者、抵制者——那些人
一定都是坏人，蠢人，或者两者都是！
忽略他们！**

**Skeptics, cynics, resistors—THOSE
people, well, they must be BAD or
STUPID or BOTH! Ignore them!**

无畏 *Fear Less:*

倾听，真正尊重的倾听，尽可能的去了解。在阻力上建造。

Listen, really listen with respect, and learn all you can. Build on the resistance.

先去理解别人，才会被理解

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

Stephen R. Covey

《高效人士的7个习惯》

**The 7 Habits of Highly Effective
People**



怀疑带头人 *Champion Skeptic:*

鼓励抵制者扮演“魔鬼代言人”的重要角色。把这些人当成在变革中有价值的伙伴。

Encourage a resistor to play the important role of “Devil’s Advocate.” Treat this person as a valued partner in the change effort.

注意：从怀疑者那里了解和学习，而不是让他们忙碌并忽略他们！

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

错觉（五）

Myth #5:

你是一个聪明的人，所以你不需要其他人的帮助。毕竟，这是你的主意！

You're a smart person, so you don't need help from others.

After all, it's *YOUR* idea!

寻求帮助 *Ask for Help:*

**这主意是你的并且你深信不疑，但是变革
不能只是“关于你”**

**The idea is yours and you believe in it, but
the change must NOT be “all about you.”**

让其他人参与是最好的影响他们的方式

**Bringing in others is the best way to
influence them.**

真诚道谢 *Sincere Appreciation:*

认可他人的贡献

Recognize the contributions of others.

懂得感恩的人

Grateful people

- **更有能量，更乐观**
Have more energy and optimism
- **恢复能力更强** Are more resilient
- **更健康** Have better health
- **更少沮丧** Suffer less depression
- **更有同情心，更可能去帮助他人，少一些物质至上，生活更满意** Are more compassionate, more likely to help others, less materialistic, and more satisfied with life.

在《拥抱变革》和《从1到100，用心求变》中还有其他的很多模式，可以帮助你（在你的组织里）引入新的想法。而这仅仅是一个开始！

There are other patterns in *Fearless Change* and *More Fearless Change* to help you introduce new ideas. This is just a start!



谢谢聆听！
Thanks for listening!



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