

# Organizational Change Myths and Patterns for Evangelists



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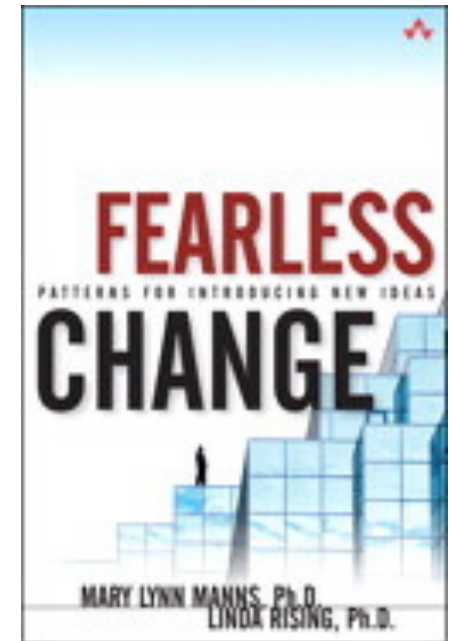
## ***Why patterns?***


***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





**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


***Test the Waters***

***Time for Reflection***

***Small Successes***

***Step by Step***






***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 real  
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%)**




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



***Fear Less:* Use  
resistance to your  
advantage. Listen,  
really listen, and learn  
all you can.**






***Champion Skeptic:*** Have a resident resistor play the important role of “Devil’s Advocate.” Treat him/her 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.”



***Just Say Thanks:* Offer sincere appreciation for the contributions of others.**



# Power Thanks

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

**Thanks!**