Additional Patterns for Fearless Change III

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The patterns in this collection are an addition to those that appeared in *Fearless Change: Patterns for Introducing New Ideas*[1]. Our passion for this topic didn't end when the book was published. Rather, we continue to read, observe, take extensive notes and, most importantly, listen to comments and suggestions from our readers. We have not stopped learning about leading change!

As people exchange ideas about the environment, and exchange patterns, the overall inventory of patterns in the pattern pool keeps changing. ...Of course, this evolution will never end.[2]

A pattern language and the patterns in it are living things. The work is never finished. We are grateful for the opportunity to share as we are learning.

For readers of this paper who have not read our book, we'd like to say a little about the context for the broader pattern language: it's for a powerless leader, we call that person the Evangelist, someone who believes sincerely in the new idea, but has no authority to "make it happen" in the organization. All our patterns include an opening story and three known uses. We learned early on that it was difficult to get users of our patterns to share their experiences, so we have changed names of individuals and organizations to protect their identities, but all the stories are real.

This paper contains the following new patterns: **Know Yourself**, **Accentuate the Positive**, **Low Hanging Fruit**.

References to existing patterns in the *Fearless Change* book or in this or other papers appear in a different font, e.g. Do Food. Abstracts for the *Fearless Change* patterns and others from PLoP publications can be found at: www.fearlesschangepatterns.com

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[1] Manns, M.L., Rising, L. (2005). *Fearless Change: Patterns for Introducing New Ideas*. Addison-Wesley.
[2] Alexander, C.A. (1979). *The Timeless Way of Building*. Oxford University Press.

The patterns are written in a variation of Alexander's format. Each pattern includes:

Name in bold
Alias (if applicable)
Abstract in bold
Opening Story in italics that conveys the essence of the pattern
Context
Problem statement in bold
Description of the Problem and Forces
"Therefore" in italics
Essence of the Solution in bold
Elaboration of the Solution, followed by "= = = = = = = = = = = ="
Resulting Context
Three Known Uses in italics

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Know Yourself

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

At first Greg Mortenson, an avid mountain climber, just wanted to build one school. Even though he wasn't sure he would be able to find the funds and actually carry out his plans for the small Pakistani village where he found himself exhausted and lost after a failed attempt to ascend the notorious K2 Himalayan summit. But he was determined to return the generosity the villagers had shown him. "I kind of had to give up everything, and sell all my possessions, until things started to change around," he says. After hearing of his efforts, American schoolchildren stepped in. Their 62,400 donated pennies helped to build that school. In his two best-selling books, "Three Cups of Tea" and "Stones into Schools," Mortenson describes his journey—how he started with one small promise to build one school and how it became his life's work—educating children, especially girls. As he says, "Young women are the developing world's greatest agents of progress. Just one year of schooling will dramatically raise a girl's later economic prospects, and where girls get to fifth grade, birth rates and infant mortality plunge. Teaching girls to read and write reduces the ignorance and poverty that fuel religious extremism and lays the groundwork for prosperity and peace. In military parlance, educating girls is a 'force multiplier.' Thus, the flame that burns at the center of my work, the heat around which I cup my hands, are the stories of girls whose lives have been changed by education." This changing self-knowledge has been a guiding principle that has helped Greg Mortensen build schools in Pakistan and Afghanistan for more than a decade.

You're an Evangelist-wanna-be. You are enthusiastic about a great idea. You believe in it, but you don't have an unlimited amount of time and resources to make it happen. You must set priorities.

You're not always sure if you have what it takes to make your idea successful. There's always the possibility that your priorities are not clear and you might take on more than you can handle. Your passion for the idea can waver over time.

You know that you believe in your idea now, but do you have the long-term interest to make it happen? Can your passion be sustained throughout the difficult change process? Opportunities and problems are all around. It can seem that even the best intentions and the hardest work and the greatest abilities are no match for the challenges we face.

We all have limited resources. Even when we recognize that change efforts take a great amount of time and energy, it will likely take even more than we realize.

We can get stuck implementing the details and lose the big picture when, despite our capabilities to reflect, we don't take the time to do so. As a result, we really aren't sure if we're doing the right thing.

When we don't take the time to develop a realistic understanding of ourselves and the resources we have, we're open to being pulled in different directions. We sign on for too much. We have trouble saying, "No." We believe we can do it all.

Therefore:

Deliberately spend Time for Reflection trying to understand your own abilities, limitations and resources. Identify your values, principles, likes, dislikes, strengths, weaknesses. Reflect on the beliefs and qualities that define who you are and what you can do.

A good way to start your reflection is with a list of questions. For example, see those discussed in the books *What Color is Your Parachute?*[3] or *The First 90 Days.*[4] The list will help you evaluate your strengths, weaknesses, preferences, priorities, habits, and past experiences. Your ability to observe yourself is uniquely human. We call it "self-awareness" or the ability to think about your very thought process. This is why we can evaluate and learn from others' experiences as well as our own. This is also why we can make and break our habits. Self-awareness enables us to stand apart and examine even the way we see ourselves—our self-paradigm.

Have a dialogue with yourself—that is, talk out loud to yourself—even better, walk around while conversing with yourself! Take different roles and perspectives. Most of us use only one strategy to try to understand ourselves—thinking silently. But numerous studies have shown that this leads to a negative, self-defeating pattern of thought that makes matters worse, especially when we are depressed or in a bad mood.[5] Ruminators are worse at solving problems related to

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[3]Bolles, R.N. (2010). Ten Speed Press. The Library of Congress lists this book as one of "25 Books That Have Shaped Readers' Lives." First published in 1970; updated annually.

[4] Watkins, M. (2003). *The First 90 Days*, Harvard Business Press.

[5] Kline, N. (1999) *Time to Think*, Ward Lock Wellington House, London.

their distress, focus more on negative aspects of their past, explain their behavior in more self-defeating ways, and predict a more negative future for themselves.[6]

Try writing (with paper and pen)—it can produce surprising results. Psychologist James Pennebaker, author of *Opening Up*,[7] has shown the powerful insights that can be uncovered by journaling. Create a mind map or concept map—you can use small cards to rearrange what is most important.

Have a dialogue with trusted others too. Cognitive psychologists tell us that it's difficult to understand our own motivation.[8] Scientists also say we are hardwired to be optimistic about our own abilities.[9] While some of our colleagues often believe that we can "do anything," someone who has known us for a long time and has seen our ups and downs can provide a more accurate view.

Uncover areas where you will need to Ask for Help. While it may be tempting to stretch beyond your limits, identify the roles you can expect to play well and target others in which help from others can improve your overall effectiveness.

After some initial evaluation that allows you to know yourself better, Test the Waters to start to learn what you might and might not be able to do. It's difficult to understand your own motives, but when coupled with the task of understanding the culture of an organization, it's easy to misunderstand your capabilities. This learning process never ends.

Keep in mind that your effectiveness depends not only on your contributions, but on the environment, and both are continually changing. The result of this initial reflection must only be the start. If you are to continue to be successful, you must continually learn about yourself, about your initiative, and about your organization.

As you continue along in your journey, periodically ask yourself if you still have the passion for your cause. Evangelist isn't a job title; it's a way of life. If you don't love a cause, you can't evangelize it.

Set priorities. Even when you have true and abiding passion and the ability to make your new idea happen, there are often deciding factors in the environment that can point in another direction. Consider the Low Hanging Fruit to maximize your limited resources.

Don't forget to celebrate Small Successes and find a Shoulder to Cry On when you feel discouraged. Involve Everyone because all change efforts are the result of community action.

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[6] Wilson

[7] (1990). The Guilford Press.

[8] Wilson, T.D. (2002). *Strangers to Ourselves*, The Belknap Press.

[9] Fine, C. (2006). *A Mind of Its Own*, W. W. Norton and Company.

This pattern will help you develop a better understanding of who you are—your talents, abilities, and preferences, as well as your tendencies to take on too much or your reluctance to sign up for things that interest you. You'll have a clearer understanding of your limits and know when to ask for help. You'll be better equipped to make a decision about whether or not to take on the change initiative and whether your passion for the new idea will last through the long-term commitment that is necessary for real change. How we see ourselves also impacts how we see others. It's not only important to know yourself so you can be true to your own values, goals, and needs, but it's important for seeing others more clearly too. Until we have reached a better understanding of our own motives, we will waste a lot of energy projecting our feelings on others.[10]

However, if you identify essential skills you don't have, this doesn't mean you should give up. Everyone has a unique contribution to make in any setting. If you aren't a perfect match for the requirements you identify, it may mean you may have to work harder and look for (or develop) other Evangelists to help you. When you are challenged to succeed despite some obstacles, you'll have a valuable chance to learn and to show what you can do. Many successful initiatives have been started by people who didn't feel they were up to the task. Your own tolerance for risk and uncertainty will certainly play a part, but a spirit of adventure can often save the day.

Zella and Fred were trying to start a day care center for the children of the employees in their organization. They begged Dan to help because they knew he was a hard-working individual. Dan agreed only because he was a friend of Zella and Fred and didn't want to let them down. However, as the months went by, Dan became less and less interested in the project and often found an excuse for not pulling his weight. After a heart-to-heart talk with his friends, Dan finally admitted to them (and to himself) that he didn't have the essential passion for the day care center like they did.

Anna was asked to lead a new initiative in her organization. She believed in the benefits of the change so her initial reaction was to accept the opportunity to be the project manager. But, rather than immediately responding with a "yes" she evaluated whether she truly had an interest in developing the skills that would be required to lead this particular kind of project. Anna didn't mind moving out of her comfort zone (she had done it many times before) but she had learned through past experiences that when she didn't have a sincere interest in something, it would not get her best effort. So Anna turned down the project and, as she watched it progress with another manager, she knew she had made the right decision.

At the beginning of President Bill Clinton's first term, he spent his time investigating anything and everything. His physical and intellectual energies were nearly limitless, and when you're president, if you want to know everything there is to know about the wool and mohair subsidy, the Assistant Deputy Administrator for Wool and the Vice-Under-Secretary for Mohair will be in the Oval Office in five minutes. At the same time, Clinton was trying to work on a few big things: his economic plan, his health care plan, and his crime plan. But the endless research was exhausting him. Finally, he realized that he needed to understand the limits on his time and energy. He stopped, reassessed, streamlined, and began setting priorities. That left him with time

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[10]Covey, S.R. (1989). *The 7 Habits of Highly Effective People*. Simon & Schuster, 66-67.

to think, read, and focus on the things he really cared about. One of the keys to the Clinton comeback was likely his ability to maintain a strategic rather than a tactical focus.[11]

Bob is an Innovator *who quickly gets excited about new opportunities. He found himself agreeing to projects that would take a great amount of his time without first evaluating if he actually had the time or the long term interest to carry it to completion. His overbooked schedule created frustration for him and for the people who counted on him. So eventually, Bob learned that when he is offered a new opportunity, he needs to stifle his enthusiasm and logically evaluate his available time and potential for long term commitment before accepting it.*

An extract from an interview between Jane Goodall and Harvard Business Review(HBR) shows how Goodall found her way by knowing herself:

    HBR: *You've often taken a pragmatic, incremental approach to changing the world.*

    Goodall: *Part of me says gosh, I'd love to join the most violent and destructive groups out there who want to go and raid labs and release animals and do all sorts of dreadful things, but it wouldn't help.*

    HBR: *How do you find the right balance between your ethics and what's possible in the short term?*

    Goodall: *With difficulty. If I'm perceived as a tree hugger, I won't be able to talk to the people who can make the decisions. But then I get criticized from both sides. So I have to be tough enough. And "to thine own self be true."*[12]

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[11] *Buck Up, Suck Up…and come back when you foul up,* James Carville and Paul Begala, Simon & Schuster, 2003.

[12] Interview with Jane Goodall, *Harvard Business Review,* April 2010, 124.

Accentuate the Positive

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

Fear less, hope more;
Eat less, chew more;
Whine less, breathe more;
Talk less, say more;
Love more,
and all good things will be yours.
~~Swedish Proverb~~

You have attempted to use Personal Touch to show people how your new idea could be of value to them, but some people aren't seeing this value in the same way you are. You may have used Wake-Up Call to point out the problem you believe is creating a pressing need for change. This has persuaded people to pay attention to your idea. This leads you to believe that if a little fear worked, more will work even better. So, you continue to try to talk primarily about the frightening things that are happening in the organization or the things that could happen if your new idea is not adopted. You believe this will cause people to become more and more fearful of the current situation and, in turn, accept your idea for "saving" the organization. Yet, this kind of strategy only works in the short term.

It can be easy to alert people to all the things that could happen if a change does not occur. This may work in the short term but does not work well in the long term.

Fear typically doesn't motivate people to take sustainable action. Fear is good at rallying negative feelings against others, but does not lead individuals to take on responsibility and become proactive, especially in the long-term. The typical reaction to threats or fearful scenarios is denial or paralysis.

A Wake-Up Call can jar people into immediate action for a short-term problem, especially if there is a clear way to eliminate the problem that is causing the fear.[13] For example, a confrontation with a manager who is angry about a missed deadline is likely to cause an employee to stay late to work on that project.

But when problems are larger and solutions are more complex, the use of ongoing fear tactics is likely to cause people to avoid you. Most individuals aren't attracted to something that creates negative tension. They are not usually looking for yet another thing to worry about in their already stressful lives. Therefore, your attempts to rouse people with fear can produce the opposite effect. Humans often shield themselves from threats by triggering defense mechanisms

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[13] Goldstein, N., Martin, S., Cialdini, R. (2008). *Yes: 50 Scientifically Proven Ways to be Persuasive*, New York: Free Press, 42.

such as denial or rationalization. To avoid the anxiety, the people you are trying to reach can simply ignore or disconnect from the situation you are trying to create.

Even though defense mechanisms are a common, helpful tool for getting us through our daily lives without the weight of the world on our shoulders, they are one of the biggest reasons it's so difficult to motivate people to change.[14] Change leaders want to avoid an environment in which people are denying or disconnecting from the problem or the solution.

For example, Allen Carr, a former chain smoker, advises people who wish to encourage their friends and relatives to stop smoking, do so by helping the smoker believe he can stop—this will cause his mind to open. Carr explains, "If you try to force a smoker to stop, he will feel like a trapped animal and want his cigarette even more. Don't try to scare him into stopping by telling him he is ruining his health or wasting his money." Instead, Carr recommends that you give the smoker hope that he can quit by exposing him to ex-smokers who thought they were hooked for life but can attest to how much better their life is as a non-smoker. Continue to tell him how proud you are of him during the long quitting process of ups and downs. Point out his small successes along the way such as how much better he smells and how much clearer his breathing is.[15]

Alan Deutschman, author of *Change or Die*,[16] explains it in this way: "After we "rationally" inform and educate people, we resort to scare tactics. We like to think that change is motivated by fear and that the strongest force for change is crisis, which creates the greatest fear. There are few crises as threatening as heart disease, and no fear as intense as the fear of death, but even those don't motivate heart patients to change."[17]

A change approach that makes use of too much fear can also cause people to become overwhelmed and, in turn, get weighed down with a negative state of mind and a sense of helplessness and apathy. Instead of inspiring action among the people you are trying to convince, you may, instead, cause them to believe they are powerless to deal with the situation.[18] [19]

Dan Pink, in his book *Drive*,[20] points out that this can apply to the commonly-used approach of providing negative consequences (or "sticks") to motivate employees to improve. He explains that this causes individuals to be "near sighted," with a desire to accomplish the task that will avoid the threatened punishment, but nothing else. The fear, Pink argues, does not foster creativity and out-of-the-box thinking because greatness and near-sightedness cannot exist together.

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[14] Deutschman, A. (2007). Change or Die, Los Angeles: HarperCollins, pg. 39
[15] Carr, Allen (2004), *The Easy Way to Stop Smoking.*
[16] Deutschman, A (2007).
[17] http://www.fastcompany.com/articles/2007/01/change-or-die.html?page=0%2C3
[18] Change or Die, 39
[19] Global warming is a good example. From science we know for sure that we are destroying the world – we know it! Yet we don't change. The problem is just too overwhelming and we feel helpless.
[20] Riverhead Hardcover (2009).

A fear tactic is an external force that does not usually create an internal change. When the fear disappears, so can the desire to sustain the change.

One reason people don't change is they do not feel sufficient internal pressure. Wake-Up Call can help to create this. But it is not enough. Research on the effects of faith and hope in facilitating change has found that a belief in the ability to change is a strong predictor of success.[21]

Therefore:

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

Use Wake-Up Call sparingly, to create the pressure for change, but don't stop there. Stress the positive rather than the negative so that people feel they have control over the problem. When people feel it is The Right Time to attempt the change, provide a clear, obtainable solution.[22]

Use Personal Touch and Tailor Made to help individuals believe that they, and the organization, can obtain this solution. Point out their assets, strengths, and skills that will allow the change to become a reality.

Identify typical scenarios in which people are likely to react in a negative way. Plan ahead for these so you know what to do and can react with confidence.

To keep the positive feelings from wavering throughout the long process of change, build a Group Identity and strong relationships so that people feel safe to express their concerns before they give up hope. Provide continuing support and a Shoulder to Cry On when needed. If the morale is getting low, bring people together in a Town Meeting for an update and Time for Reflection. It's important that you remain optimistic, so don't hesitate to Ask for Help and find your own Shoulder to Cry On when you get overwhelmed or discouraged.

Show people what it is possible for them to do. If possible, provide External Validation. Individuals are likely to draw strength from comforting and reassuring testimonials of others who have been through a similar change.[23]

Keep people informed on the progress and future plans. Stay in Touch and stress Small Successes so that people concentrate on what has been accomplished rather than worry about all the work that is still ahead of them. Low Hanging Fruit can enable early wins. Nothing is as encouraging as the Smell of Success.

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This pattern helps to create belief and continuing sense of hope that your new idea can be realized. Forward movement can result when people are optimistic rather than resistant.

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[21] Bandura (1986) (in Doppelt, 70)
[22] Goldstein, 43-44.
[23] http://www.ourjourneyofhope.com/spiritual-support/testimonials.cfm

However, you must be careful not to offer false hope. You sacrifice a great deal of credibility when you promise more than you can deliver. Know Yourself to ensure that you never mislead. If something does go wrong, be sure to take responsibility and offer a clear plan for addressing the issue.

Dr. Edward Miller, dean of the medical school and CEO of the hospital at Johns Hopkins University points out that "If you look at people after coronary-artery bypass grafting two years later, only about 10% of them have changed their lifestyle," Dr. Dean Ornish, founder of the Preventative Medicine Research Institute, raised that number to 77% by realizing the importance of going beyond the facts and using hope instead of fear. He observed that providing health information is not always enough and motivating patients mainly with the fear of death wasn't working either. For a few weeks after a heart attack, patients were scared enough to do whatever their doctors said. But death was just too frightening to think about, so their denial would return, and they'd go back to their old ways. Instead of trying to motivate them with the "fear of dying," Ornish reframes the issue. He inspires a new vision, convincing them they can feel better, not just live longer. That means enjoying the things that make daily life pleasurable, like making love or even taking long walks without the pain caused by their disease. Weekly support groups with other patients, as well as attention from dieticians, psychologists, nurses, and yoga and meditation instructors help to point out the "short term wins" that reassure their faith in their ability to lead a healthier lifestyle.[24]

Sally was going through a divorce. The stress caused her to lose her appetite and her energy. She was staying in bed more than usual and her weight was dropping at an alarming rate. Many concerned friends pointed out the effect this was having on her health and her ability to do her job, but Sally didn't seem to care. Her friend, Alice, took a different approach. When she could encourage Sally to get up and do something small or eat a few bites of food, she applauded the small success and encouraged Sally to try a little more the next day. Alice also got Sally in touch with other people who had been through a difficult divorce and came out better at the other end. The understanding from her friend Alice and the support given by others who had been through similar circumstances provided the hope Sally needed to eventually return to her old self.

Marcy, a college professor, gets irritated when her students perform poorly on exams or assignments because they don't take the required effort or make their schoolwork a priority. She is often tempted to create panic by threatening them with a potentially low final grade or a possible failure. However, she has learned that fear lasts only until the next distraction appears in their lives. More importantly, a repetitive fear tactic makes her sound frightening rather than approachable. Marcy has learned that a brief Wake-Up Call *in which she explains the reality of a bad grade is sometimes necessary, but she follows this with a commitment to help the students change their study habits and attitudes. She doesn't do the work for them but makes herself available to help students who have the desire to improve. She encourages them with stories of other students who struggled but succeeded with a good grade in the class and cheers them on by pointing out their* Small Successes *along the way.*

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[24] http://www.fastcompany.com/magazine/94/open_change-or-die.html?page=0%2C0

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Low Hanging Fruit

To show progress in your change initiative, complete a low risk task that has wide impact quickly and then publicize the results.

We hear so much about alternative energy, energy tax credits, ENERGY STAR products and more, but with little or no budget, a person can take simple steps to address low hanging fruit that can go a long way in saving energy and reducing costs. Most utility companies recommend setting thermostats to 78 degrees or higher in summer and 68 degrees or lower in winter. Each degree below these recommendations in summer, or above in winter, represents an approximate 4% increase in the electric portion of your utility bill. Fans are a low cost way option in the summer—they can make you feel about 6 degrees cooler and often use less energy than a 100-watt bulb. Simply turning off fans and adjusting thermostats when no one is in the room can help too. Regular maintenance of cooling and heating equipment ensures equipment is running efficiently with clean condenser and/or blower coils and filters, proper refrigerant levels and no leaking ducts. Maintenance saves up to 30% of fan and up to 10% of space-conditioning energy use. Energy expended for lighting in commercial buildings is second only to the energy used for heating and cooling equipment. Turning off lights that do not contribute to the workspace and are not used at the end of the work day can reduce operating costs by saving energy and reducing the number of lamp replacements. These are easy tasks with significant outcomes.

You're an Evangelist or Dedicated Champion actively using the patterns: Test the Waters, Time for Reflection, Small Successes, and Step by Step.[25] At each iteration of this "Learning Cycle," you are faced with moving forward based on what you have learned from your past experience. You understand the importance of incremental change and realize that it is your best hope for the large goal you have for your organization.

Given all the tasks you have to accomplish in your change initiative, how do you decide which one to tackle next when you are getting pressure to make progress and take on more than you can handle?

Even if you're a Dedicated Champion, your time and energy are limited. You can never take on all the tasks you'd like to in your change initiative. But you need to show progress toward your goal.

You may have managers or executives invested in the change effort who are monitoring your effort and expect results. You may need to choose between tasks that are "almost" done. Or, you may need to show progress in a report for an ongoing large project.

John Kotter has been studying organizational change for two decades and stresses that change leaders must provide enough visible, unambiguous short-term wins in mission-critical areas to persuade skeptics and marginalize cynics. "These are concrete successes," Kotter says, "ones

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[25] Psychologists call this The Kolb Cycle, The Learning Cycle or The Experiential Learning Cycle.

that an objective group of people would agree are clear evidence of progress."[26] Short-term wins allow a better chance of actually completing a change effort if they are visible to many, the terms are unambiguous, and the victory is closely related to the change effort. A victory generated to meet these requirements creates excitement, certainty, momentum, and serves also to quiet critics. Kotter explains that planning for results instead of "praying" for results is the key. There is also a difference between "gimmick wins" and actual short-term victories. Gimmicks can be effective at least initially, but might involve a sacrifice for the future. Planning short term wins helps boost morale, since employees can see the successes of the change in small doses, which allows them to envision the overall success of the change in the future.[27]

Therefore:

As you prepare to move forward Step by Step, look for an easy win.

Find something small and Just Do It. This low-hanging fruit should be low risk, but visible, likely to succeed, with relatively large impact. Rather than wasting your time on low-impact efforts that will dilute your focus, look for easy wins that also have impact. Low hanging fruits should be actions that you have to perform to reach the higher hanging ones and finally make radical change.

Ask for Help from anyone who may be able to provide suggestions about where to look for the easy wins and may be enthusiastic enough to help you carry it out.

Take time to Know Yourself and determine what to do after this easy win. Kolb's "Learning Cycle" suggests that it is not enough to just have an experience in order to learn. Reflection is required to make generalizations and formulate concepts that can then be applied to new situations. This learning must then be tested in new situations. The learner must make the link between the theory and action by planning, acting out, reflecting and relating it back to the theory. Your change effort is a series of small steps where each step is an experiment.[28]

After you have achieved a Small Success advertise your progress. Keep the good news In Your Space. Schedule a Hometown Story. Stay in Touch with your supporters; never assume that news of your progress is known across the organization.

If the next easy win is not obvious, this might mean you have an opportunity to start a Study Group, or it could be that it's time to take a break because it's not The Right Time to take another step forward.

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[26] "Mission Impossible?" *Fast Company*, April 2007, J. J. Brazil, 93-97, 108-109.
[27] *Leading Change,* John Kotter, Harvard Business School Press, 1996.
[28] *The Art of Changing the Brain*, James E. Zull , Stylus Publishing, 2002.

The early wins created by this pattern can be convincing for members of the Early Majority and others who need to see success before they are willing to experiment with the new idea. When you see what works well, you and other Evangelists will learn more about the new idea and about your organization. This will give you valuable information for building a change initiative that is Tailor Made for the organization.

However, sometimes you have to tackle the big, complicated issues and be willing to trudge along with no easy wins. Make sure you have a healthy balance of low hanging fruit efforts and more significant progress on larger projects. After taking several small steps and completing small projects, it might be time to consider a larger step with wider impact. As you spawn more Evangelists across the organization, who are successfully completing small projects, you might have to consider together if it's The Right Time for bigger steps.

When Rachel was introducing Scrum into her organization, she created a short presentation that she gave at a Brown Bag. *Other teams heard about it and asked her to give the presentation at their weekly meetings. She was encouraged by all the interest, but she realized that as a volunteer* Evangelist, *she didn't have much time to work with every interested teams. So, she started with just one presentation and, over time, added another every few weeks. Usually someone in each team signed on to join the change effort and play the role of* Evangelist. *It wasn't long before most teams were doing some Scrum experiments.*

The broken windows theory was first introduced by social scientists James Q. Wilson and George L. Kelling, in an article titled "Broken Windows" that appeared in The Atlantic Monthly in March 1982. The title comes from the following example: Consider a building with a few broken windows. If the windows are not repaired, the tendency is for vandals to break more windows. Eventually, they may break into the building, and if it's unoccupied, become squatters or light fires inside. Consider a sidewalk. Some litter accumulates. Soon, more litter accumulates. Eventually, people even start leaving bags of trash on the streets. The book, Fixing Broken Windows, by George L. Kelling and Catharine Cole is based on the article but develops the argument in greater detail. Published in 1996, it discusses the theory in relation to crime and strategies to contain or eliminate crime from urban neighborhoods. A successful strategy for preventing vandalism, according to the authors, is to fix obvious problems immediately when they are small. Kees Keizer and colleagues from the University of Groningen conducted a series of controlled experiments to determine if the effect of existing disorder, e.g. litter or graffiti, increased the incidence of additional crime, e.g. stealing or littering. They selected several urban locations which they then arranged in two different ways, at different times. In one condition - the control - the place was kept free of graffiti and broken windows, etc. In the other condition - the experiment - an identical environment appeared as though no one cared about it: broken windows, graffiti-covered walls, etc. Researchers monitored the locations to see if people behaved differently in the different environments. The results confirmed the theory. Their conclusion, published in the journal Science, was that: One example of disorder, like graffiti or littering, can indeed encourage another, like stealing. Many consider the experiment the best confirmation of the broken windows theory to date.

Wal*Mart increased shopping cart size and sales of big items (like microwave ovens) increased 50%.

Using a round table instead of a square one increases the percentage of people contributing to a discussion.

When the serving plate is more than 6.5 feet from the dining room table, the number of "seconds" goes down 63%, compared with leaving the serving plates on the table.

Getting rid of wastebaskets under desks increases the amount of recycled material.

The University of Colorado-Boulder put hand-sanitizer dispensers all over a dorm (but no signs asking students to use them) and the number of sick days and missed classes per student decreased 20%.