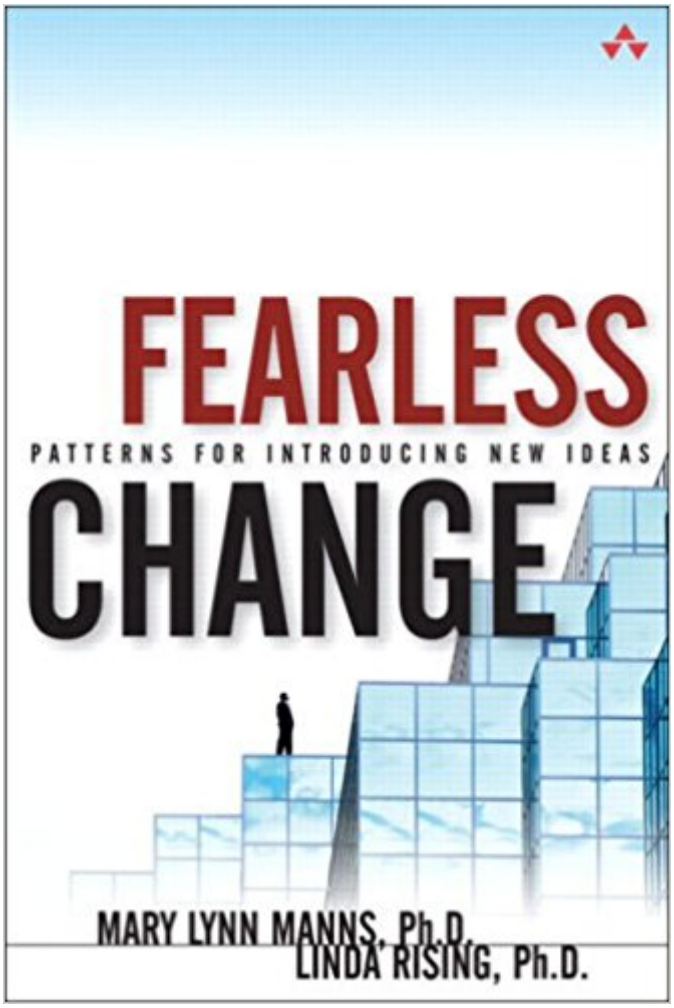
Ebook Directory
the best source of ebook

The book was found

Fearless Change: Patterns For Introducing New Ideas



PDF
Adobe
DOWNLOAD EBOOK

Synopsis

Ã¢â ¬Å“All that have ever tried to impose change in their organization will immediately recognize and truly value the in-depth knowledge and experience captured in this book. It contains a collection of eye-openers that is a treasure chest for pioneers of new organizational ideas, A fantastic toolbox for use in future missions!Ã¢â ¬Â• Ã¢â ¬â •Lise B. Hvatum, product development manager, Schlumberger Ã¢â ¬Å“If you have need of changing your organization, and especially of introducing new techniques, then you want to understand what is in this book. It will help you avoid common pitfalls that doom many such projects and will show you a clear path to success. The techniques are derived from the experience of many individuals and organizations. Many are also fun to apply. This stuff is really coolÃ¢â ¬â •and really hot.Ã¢â ¬Â• Ã¢â ¬â •Joseph Bergin, professor of computer science, Pace University, New York Ã¢â ¬Å“If change is the only guarantee in life, why is it so hard to do? As this book points out, people are not so much resistant to change itself as they are to being changed. Mary Lynn and Linda have successfully used the pattern form to capture and present the recurring lessons of successful change efforts and have placed a powerful knowledge resource in the hands of their readers.Ã¢â ¬Â• Ã¢â ¬â •Alan O'Callaghan, researcher, Software Technology Research Laboratory, De Montfort University, United Kingdom Ã¢â ¬Å“The most difficult part of absorbing patterns, or any technology, into an organization is overcoming the people issues. The patterns in this book are the documentation of having gone through that experience, giving those that dare push the envelope a head start at success.Ã¢â ¬Â•Ã¢â ¬â •David E. DeLano, IBM Pervasive Computing Ã¢â ¬Å“If you have ever wondered how you could possibly foster any cultural changes in your organization, in this book you will find a lot of concrete advice for doing so. I recommend that everyone read this book who has a vast interest in keeping his or her organization flexible and open for cultural change.Ã¢â ¬Â• Ã¢â ¬â •Jutta Eckstein, Independent Consultant, Objects In Action Author of Agile Software Development in the Large 48 Patterns for Driving and Sustaining Change in Your Organization Change. It's brutally tough to initiate, even harder to sustain. It takes too long. People resist it. But without it, organizations lose their competitive edge. Fortunately, you can succeed at making change. In Fearless Change, Mary Lynn Manns and Linda Rising illuminate 48 proven techniques, or patterns, for implementing change in organizations or teams of all sizes, and show you exactly how to use them successfully. Find out how to Understand the forces in your organization that drive and retard change Plant the seeds of change Drive participation and buy-in, from start to finish Choose an "official skeptic" to sharpen your thinking Make your changes appear less threatening Find the right timing and the best teaching moments Sustain your momentum Overcome adversity

and celebrate success Inspired by the "pattern languages" that are transforming fields from software to architecture, the authors illuminate patterns for every stage of the change process: knowledge, persuasion, decision, implementation, and confirmation. These flexible patterns draw on the experiences of hundreds of leaders. They offer powerful insight into change-agent behavior, organizational culture, and the roles of every participant. Best of all, they're easy to useÃ¢â ¬â •and they work!

Book Information

Hardcover: 273 pages

Publisher: Addison-Wesley; 1 edition (September 4, 2004)

Language: English

ISBN-10: 0201741571

ISBN-13: 978-0201741575

Product Dimensions: 6.3 x 0.8 x 9.2 inches

Shipping Weight: 1 pounds

Average Customer Review: 4.0 out of 5 stars 16 customer reviews

Best Sellers Rank: #264,516 in Books (See Top 100 in Books) #29 inÃ Â Books > Science & Math > Technology > Nanotechnology #268 inÃ Â Books > Business & Money > Management & Leadership > Management Science #335 inÃ Â Books > Business & Money > Management & Leadership > Project Management > Business

Customer Reviews

...there is nothing more difficult to carry out, nor more doubtful of success, nor more dangerous to handle, than to initiate a new order of things. For the reformer has enemies in all those who profit by the old order, and only lukewarm defenders in all those who would profit by the new order, this lukewarmness arising partly from fear of their adversaries...and partly from the incredulity of mankind, who do not truly believe in anything new until they have had actual experience of it. Ã¢â ¬â •Niccolo Machiavelli, The PrinceYou miss one hundred percent of the shots you never take. Ã¢â ¬â •Wayne Gretzky, Hall of Fame hockey playerSince you picked up this book, we assume that you've tried to introduce something new into your organization. Maybe you were successful or maybe you were not completely happy with the result. Change is hard. Wouldn't it be wonderful if all the people, just like you, those "powerless leaders," who have had some success in their attempts to introduce a new idea, could sit down with you and share their secrets? This book will provide the next best thing. We've gathered strategies from those successful people so you can take advantage

of their experience.We've been working on introducing new ideas into the workplace for some time. Mary Lynn Manns is a professor at the University of North Carolina at Asheville, whose recent doctoral work concerned this topic. Linda Rising is an independent consultant who has experience introducing new ideas both in academia and industry. Together with all the others who have shared their experiences with us, we have many years of documented successes. Each technique or strategy we have collected is written as a patternÃ¢â ¬â •a form of knowledge management for capturing a recurring, successful practice. The patterns in this book are the result of years of documenting our observations, hearing from people who have introduced new ideas, reading a variety of views on the topics of change and influence, studying how change agents throughout history have tackled the problems they faced, and sharing our work for comments and feedback. This book, the final product, does not simply reflect our ideas but includes those of many different people in many different organizations throughout the world. Expert change leaders are likely to say "I do that!" when they read many of these techniques. We will take this comment as a tribute to our work because our goal was to identify tried and true practices, not just a collection of good ideas that may or may not work.The idea of documenting patterns for successful solutions to recurring problems was introduced by a building architect named Christopher Alexander. Even though we are not architects, a number of us in the software development community have adopted Alexander's approach as a way to capture known solutions for software architecture, software design, testing, customer interaction, and other aspects of software development. The introduction of new ideas is, of course, not limited to the software area, but it's where we both began to see a new source for important and useful patterns.We intend this book for business practitioners rather than academic scholars, so we have chosen not to cite sources inside the text. However, we are always happy to answer any questions about the specific sources and the patterns. This work is built on research, including that of Robert Cialdini, Malcolm Gladwell, Geoffrey Moore, E.M. Rogers, Peter Senge, and many others. We have included a complete list of citations in the References section, if you would like to read further.The patterns are listed alphabetically, with a brief summary, on the inside front and back covers of the book. Pattern names include a page reference where the complete pattern may be found, for example, Fear Less(?). As we describe pattern uses and experience reports, you will see a pattern reference and you can turn to the appropriate page and read more about the pattern. This book can thus become a reference after you have read the initial chapters. When looking for the solution to a particular problem, you can simply skim the summaries and refer to the complete pattern description for a more detailed explanation.This pattern collection has evolved over several years thanks to many pattern originators and countless others who have provided

comments, pattern uses, and other feedback. Even though the book has now been published, we continue to care for these patterns and would like to hear from all of you, our readers. As Christopher Alexander noted:We may then gradually improve these patterns which we share, by testing them against experience: we can determine, very simply, whether these patterns make our surroundings live, or not, by recognizing how they make us feel. 0201741571P06082004

Fear Less: Introducing New Ideas into Organizations48 patterns for driving and sustaining change in your organizationChange. It’s brutally tough to initiate, even harder to sustain. It takes too long. People resist it. But without it, organizations die. Fortunately, you can succeed at making change. In Fear Less, Linda Rising and Mary Lynn Manns reveal 48 patterns of behavior associated with successful change in knowledge-driven organizations, and show exactly how to use them in your organization. Find out how toUnderstand the forces in your organization that drive and retard changePlant the seeds of changeDrive participation and buy-in, from start to finishChoose an "official skeptic" to sharpen your thinkingMake your changes appear less threateningFind the right timing and the best "teaching moments"Sustain your momentumHandle adversity, celebrating successInspired by the "pattern languages" that are transforming fields from software to architecture, the authors illuminate patterns for every stage of the change process: knowledge, persuasion, decision, implementation, and confirmation. These flexible patterns draw on the experiences of hundreds of leaders. They offer powerful insight into change agent behavior, organizational culture, and the roles of every participant. Best of all, they’re easy to useÃ¢â ¬â •and they work!

One of those books where everything said seems pretty obvious, but by explicitly putting them together as patterns has materialized them in my head so that I can articulate them and thus notice and apply them. Interesting -- same thing can be said of the Design Patterns book, it wasn’t that I hadn’t used them before, but now I had a language to use around what I had already been doing, so that now I could notice it.

For folks who are interested in driving change, or have been doing it without much mentorship, the patterns and examples presented here are a nice introduction to various tools. For those who are more experienced, there is some value in finding a common vocabulary around these techniques and it is a nice reminder of things that you may have internalized.

Whether we acknowledge it or not, everyone in an organization has the responsibility to drive positive, forward change. From the CEO down to each individual, ideas need to be brought to bear that can potentially change and improve the organizations direction and potential.The challenge is in moving (people) forward. In this book, the authors give everyone of us the tools (patterns) and the methods (stories) to successfully influence change in organizations.None of the patterns should come as a surprise. You've probably seen all of them in practice at one time or another. It's the packaging and the sage advice that is worth the price. Having a single source of wisdom for a broad variety of change approaches is, as they say - priceless.

still reading. No complaints

I was in a situation where I couldn't get anyone to listen to my ideas, much less try them out. I used some of these patterns, and lo! my coworkers and managers got interested, and some of my ideas were adopted. If you can see ways your team or organization could work better, but you can't get any traction in getting your ideas across, the information in this book will put you on the right road.This book isn't only for managers. Even if you're a small cog in a big wheel, using the techniques in this book, you can effect change that will benefit your team. With this book as a reference, you won't feel like you're wandering into the wilderness; you'll have proven techniques to guide you. Keep it handy, because you'll go back to it again and again!

Just like all books on patterns, this gives you the feeling of 'oh, this is soooo obvious' the first reading it. The fact is that a second after reading it you start thinking and talking about brown bags, angles and evangelists and refer to the book all the time. Linda and Mary Lynn give us an idiom, a very very useful idiom.Also, the book is funny. Must read.

This is a great book for people who are in positions where they don't think they can enact change, there many patterns given to adapt to your situation.

I heard the authors speak at an event and found them thoroughly engaging, which lead me to try to read Fearless Change, although I really can't find anything to recommend it.The "patterns" are, with a few exceptions, beyond obvious. Here are a few sections that would lose nothing if you reduced them to the title alone: "Ask for help," "Brown Bag," "Do Food," "e-Forum," "Involve everyone," "Just do it."In the "Do Food" pattern, you will learn the following: "Usually a meeting is just another

ordinary, impersonal event." Fascinating, tell me more. "Mention the availability of food when you advertise the event." Right-oh. Anything else? "Chew the food thoroughly before swallowing, in order to prevent accidental choking death." Okay, I made that last one up, but you get the idea.The organization is also strange. There’s kind of a narrative progression of patterns up front, which is relentlessly cross-referenced with the full pattern sections. It’s not clear to me if I’m supposed to be jumping back and forth between the patterns, or reading the narrative bit all at first, then onto the full patterns, and the authors don’t answer that question. Fearless Change is really cross-referenced to death. Every pattern mentions 5 other patterns to use. "Hint: If you’re out of food money, have a Brown Bag (113)." That’s helpful, if you don’t know what a brown bag is and need to look it up.Last but not least, a lot of the writing tends toward pointy-haired boss speak. For instance, the authors incessantly refer to people in their examples as "change agents" instead of their actual roles.You may get something out of this by borrowing someone else’s copy and skimming lightly, as I wish I had done.

Download to continue reading...

Fearless Change: Patterns for Introducing New Ideas Introducing Evolutionary Psychology: A Graphic Guide (Introducing...) Introducing Liberative Theologies (Introducing Series) Introducing Epigenetics: A Graphic Guide (Introducing...) Introducing Quantum Theory: A Graphic Guide (Introducing...) Introducing Game Theory: A Graphic Guide (Introducing...) Introducing Geomorphology: A Guide to Landforms and Processes (Introducing Earth and Environmental Sciences) Introducing Time: A Graphic Guide (Introducing...) Introducing Descartes: A Graphic Guide (Introducing...) Introducing Infinity: A Graphic Guide (Introducing...) Introducing Fractals: A Graphic Guide (Introducing...) Introducing Oceanography (Introducing Earth and Environmental Sciences) Introducing Chaos: A Graphic Guide (Introducing...) Introducing Semiotics: A Graphic Guide (Introducing...) Introducing Philosophy: A Graphic Guide (Introducing...) Introducing Hinduism: A Graphic Guide (Introducing...) Introducing Islam: A Graphic Guide (Introducing...) Introducing Chopin (IC) (Introducing Composers) Fearless Symmetry: Exposing the Hidden Patterns of Numbers His Forge Burns Hot for Mosaic Damascus: Knife Patterns & Techniques: Damascus pattern making & techniques. Learn how to make mosaic Damascus patterns ... techniques for making Damascus patterns.

Contact Us

DMCA

Privacy

FAQ & Help