



## Accentuate the Positive

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

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## Concrete Action Plan

To make progress toward your goal, state precisely what you will do as you take the next baby step.

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## Easier Path

To encourage adoption of a new idea, experiment with removing obstacles that might be standing in the way.

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## Elevator Pitch

Have a couple of sentences on hand to introduce others to your new idea.

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## Emotional Connection

Connecting with the feelings of your audience is usually more effective in persuading them than just presenting facts.

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VISION → VISION

## Evolving Vision

While taking baby steps through a change process, periodically set aside time for reflection to reevaluate your vision.

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## Future Commitment

To make it more likely that you will get help during the change initiative, ask others to do something you will need much later and wait for them to commit.

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## Go-To Person

Identify key people who can help with critical issues in your change initiative.

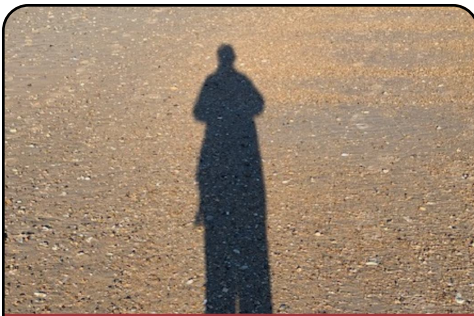
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## Imagine That

To kick-start the change initiative, engage others in an exercise to imagine future possibilities.

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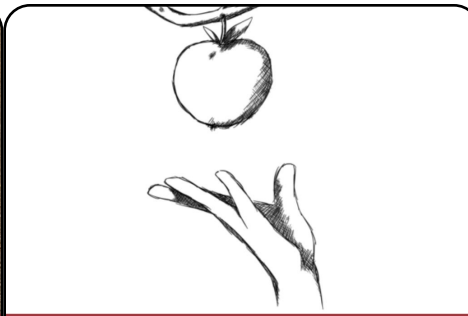


## Know Yourself

Before you begin, and throughout the journey required to lead a change initiative, consider whether you still have an abiding passion and the talents and abilities to make it happen.

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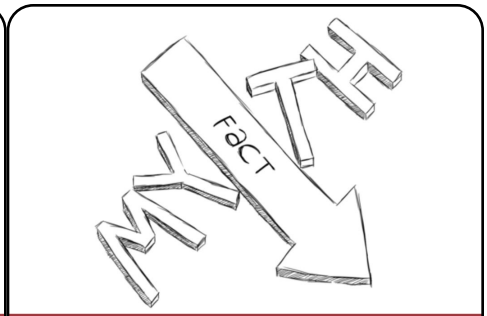


## Low Hanging Fruit

To show progress in the change initiative, complete a quick and easy, low-risk task with wide impact and then publicize the results.

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## Myth Buster

Identify misconceptions surrounding the change initiative and address them in a timely and forthright manner.

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## Pick Your Battles

Before you expend your energy in conflict, ask yourself whether you believe the issue is really important and if you have the resources to carry your fight through to the end.

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## Town Hall Meeting

As early as possible and throughout the initiative, schedule an event to share updates about the new idea, solicit feedback, build support, uncover new ideas, and bring in newcomers.

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## Wake-up Call

To encourage people to pay attention to your idea, point out the issue that you believe has created a pressing need for change.

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## Ask For Help

Since the task of introducing a new idea into an organization is a big job, look for people and resources to help your efforts and encourage involvement.

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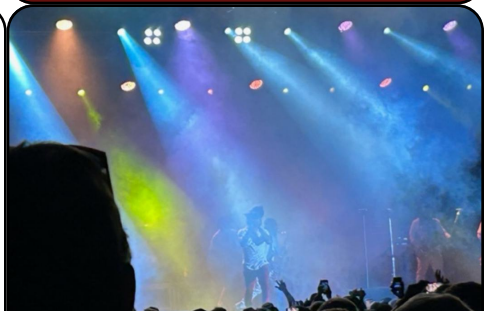


## Baby Steps

Take one small step at a time toward your goal.

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## Big Jolt

To provide visibility for the change effort, hold a high-profile event to showcase the new idea.

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## Bridge Builder

Ask those who have accepted the new idea to talk with those who have not.

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## Brown Bag

Use the time when people normally eat together as a convenient and relaxed setting for hearing about the new idea.

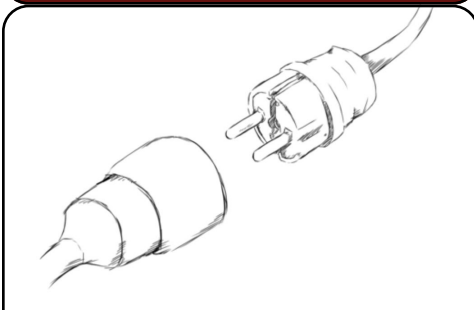
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## Champion Skeptic

Ask for help from opinion leaders who are skeptical of your new idea, and use their comments to improve your effort, even if you don't change their minds.

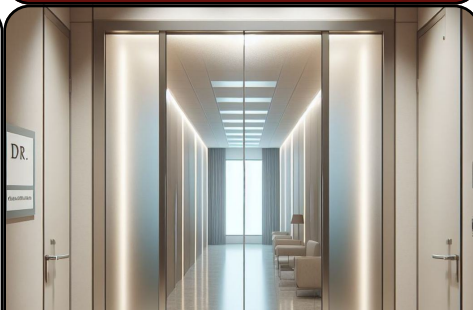
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## Connector

To help you spread the word about the innovation, ask for help from people who have connections with many others in the organization.

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## Corporate Angel

To help align the innovation with the goals of the organization, seek support from a high-level executive.

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## Corridor Politics

Informally work on decision makers and key influencers before an important vote, to ensure they understand the consequences of the decision.

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## Dedicated Champion

To increase your effectiveness in introducing your new idea, make a case for having the work become part of your job description.

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## Do Food

To perk up the mood of attendees, bring special food to a meeting.

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## Early Adopter

Win the support of the people who can be opinion leaders for the new idea.

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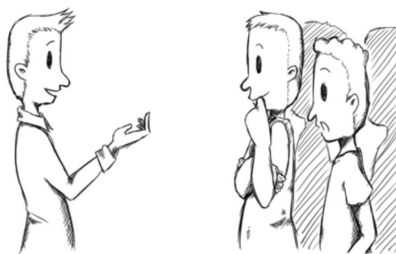


## Early Majority

To increase support, show that many people are starting to use the innovation.

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## Evangelist

To begin to introduce the new idea into your organization, do everything you can to share your passion for it.

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## External Validation

To increase the credibility of the new idea, bring in information from sources outside the organization.

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## Fear Less

Turn resistance to your advantage by respectfully listening to and learning from a skeptic's point of view.

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## Group Identity

Give the change effort an identity and encourage wide participation.

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## Guru on Your Side

Enlist the support of influential people who are esteemed by members of the organization at all levels.

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## Guru Review

Gather a group of trusted advisors and other interested colleagues to evaluate the new idea for managers and other developers.

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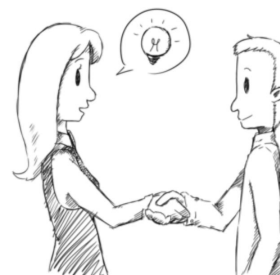


## Hometown Story

To help people see the usefulness of the new idea, encourage those who have had success with it to share their stories.

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## Innovator

When you begin the change initiative, ask for help from colleagues who like new ideas.

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## Involve Everyone

For a new idea to be successful across an organization, everyone should have an opportunity to make their own unique contribution.

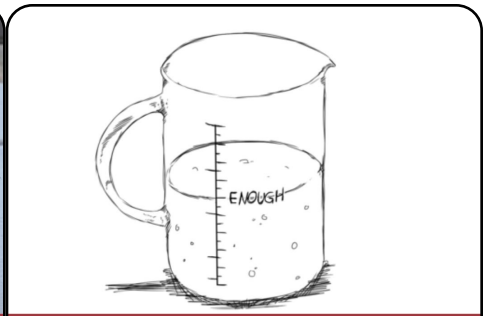
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## Just Do It

Don't wait for the perfect moment when you have the resources and knowledge you think you need; instead, take the first baby step and start learning.

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## Just Enough

To ease people into the new idea, avoid over-selling and overwhelming them by providing an appropriate amount of information that they can understand and use right then.

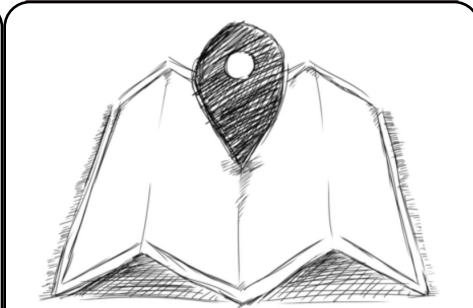
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## Local Sponsor

Ask for help from first-line management; when your boss supports the tasks you are doing to introduce the new idea, you can be more effective.

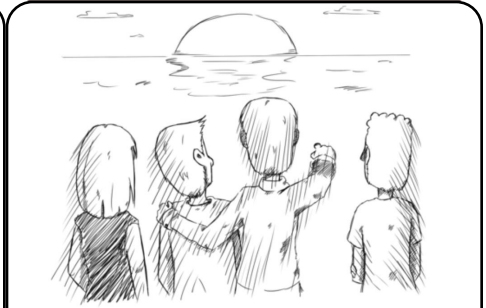
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## Location, Location, Location

When holding an event that focuses on the new idea, consider the comfort and enjoyment of the participants so the surroundings do not interfere with their ability to listen and participate.

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## Mentor

When a project team wants to get started with the new idea, have someone around who understands it and can help the team.

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## Next Steps

Take time near the end of an event or conversation to identify actions participants can do next.

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## Persistent PR

To keep information flowing about the change initiative, consistently promote it in a variety of ways.

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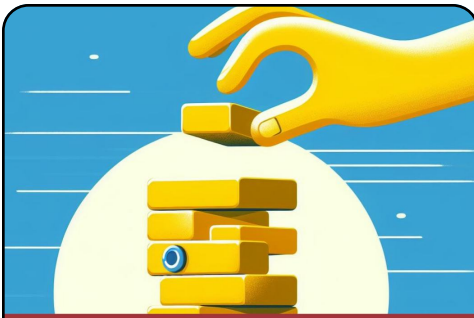


## Personal Touch

To convince people of the value in a new idea, show how it can be personally useful to them.

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## Piggyback

To help the new idea be less threatening, build on existing practices and use familiar terminology.

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## Plant the Seeds

Take every opportunity you can, no matter how small, to spark an interest in the idea.

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## The Right Time

Consider the timing of competing obligations when you schedule events or when you ask for help.

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## Royal Audience

Arrange for management and members of the organization to spend time with a special visitor.

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## Shoulder to Cry On

To avoid becoming too discouraged when the going gets tough, find opportunities for everyone to have supportive listeners.

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## Sincere Appreciation

To help people feel appreciated, express your gratitude in the most sincere way you can to everyone who makes a contribution.

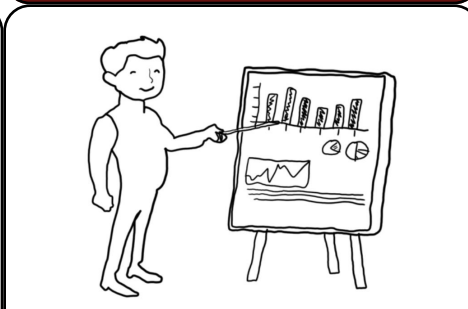
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## Small Successes

To avoid becoming discouraged by obstacles and slow progress, celebrate even a small success.

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## Smell of Success

When your efforts produce a visibly positive result, treat this opportunity as a teaching moment.

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## Stay in Touch

Once you've sparked some interest in people, don't forget about them, and make sure they don't forget about you.

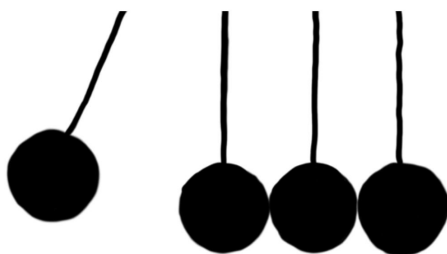
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## Study Group

Form a small group of colleagues who are interested in exploring or continuing to learn about your new idea.

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## Sustained Momentum

Be proactive in keeping your change initiative going.

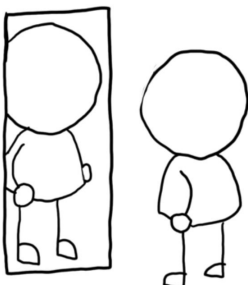
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## Tailor Made

To convince management and executives in the organization, point out the costs and benefits of your new idea.

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## Time for Reflection

To learn from the past, take time at regular intervals to evaluate what is working well and what should be done differently.

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## Token

To keep a new idea alive in a person's memory, give tokens that can be identified with the topic being introduced.

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## Trial Run

When the organization is reluctant to commit to the new idea, suggest an experiment for a short period and learn from its results.

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## Whisper in the General's Ear

Because managers and others at any level of authority are usually hard to convince in a group setting, meet privately to address any concerns.

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