

LEADING CHANGE - FOR EXECUTIVES -

An essential 2-day workshop for business leaders.

Be a catalyst for change in your organisation.

The ability to lead change is one of the most critical skills a leader can develop. It has always been true that every successful strategy requires change. But change has never been more critical to business than it is today. Our societies are changing and the oncoming tsunami of AI and automation will make globalisation and the internet look like a ripple. Your industry will change. Your company will need to change. Your department will need to change. Your job will change – and so will the jobs of everyone around you.

Change is inevitable. Successful change isn't.

Leaders need to be able to take their organisations in new directions swiftly and decisively when the time arises. The organisation that is able to cope with the changes ahead will survive. The organisation that is able to seek out and embrace change will thrive. And this is precisely what business leaders must help their people to do – for two reasons:

1. **Only your people can deliver the change your business requires, and**
2. **88% of change initiatives - and business strategies - fail.**¹

Leading change is tough.

Leaders not only have to embrace change themselves, they also have to lead their people to embrace change - and deliver. If change is successful, it is because the leaders have enabled their people to deliver. But leaders only achieve this 12% of the time.

This workshop will equip business leaders with the toolset they need to build a culture that embraces change and lead the successful delivery of sustainable change.

Each participant will receive a program workbook and a copy of Campbell's acclaimed business book, 'The Change Catalyst: secrets to successful and sustainable change' (Wiley 2017).



"Essential reading for CEOs and leaders of change."

Martin Davis, CEO Kames Capital

"One of the most informative and influential books you will read this year." The HR Director Magazine

"Packed with the insight, tools and know-how needed to make sure your next change is the 1 in 8 that succeeds; pick up this book."

Institute of Leadership & Management



email: campbell@changeandstrategy.com

¹ Bain & Co survey of 250 large companies 2016.

Workshop Outline

The 'Leading Change for Executives' Workshop is an intensive 2-day workshop for leaders and managers. Day 1 incorporates the 'Embracing Change' workshop we recommend for all employees.

DAY ONE – EMBRACING CHANGE

Part 0. Introductions and Expectations

Introducing the course, schedule and facilitator. Context and expectation setting.

Part 1. Change is Inevitable

Exploration of the plethora of personal, social and corporate changes we have all experienced and adapted to - and some of the technological and social changes headed our way.



Part 2. Change and your organisation.

Participants come prepared with the key external changes likely to affect their organisation and the key internal changes ahead for their organisation and/or their department – and the implications of each.

Part 3. All change is personal

Interactive exploration of the different types of change and our natural reactions to change.

- The change matrix
- The change curve



Part 4. The change barriers we all need to overcome.

Interactive exploration of our personal barriers to change and how to overcome them:

- Denial
- Emotion
- Fear of the unknown
- Fear of the future
- Fear of failure
- Fear of blame
- Victimhood
- Lack of assistance



Participants are encouraged to share instances of the above with each other and the wider group.

Part 5. Breaking through the barriers

Interactive exploration of how to break through the personal barriers to change:

- Approaches and mechanisms to overcome each of the barriers
- Finding your own emotional triggers
- Personal SWOT & scenario planning
- Choosing our attitude
- Helping others

Part 6. My change plan

Putting all of the above to use to develop your own personal change plan.

DAY TWO – LEADING CHANGE

Part 7. Why change fails

Exploration of each of the ten reasons why change fails. Real-life examples are provided by the facilitator. Participants are actively encouraged to share examples.

1. People don't like change.
2. Lack of clarity regarding what we are trying to achieve and why
3. The implications are not fully understood
4. Obsession with process over outcomes
5. Inertia and complacency
6. The project is set up to fail
7. Poor communications and disingenuous stakeholder engagement
8. We forget that emotions trump logic every time
9. A change-averse culture
10. Leadership doesn't stay the course

Part 8. Leadership and leadership teams

Interactive exploration of the attributes, attitudes and actions of poor leaders, good leaders, great leaders and extraordinary leadership teams.

Part 9. The essential ingredients to successful change

Exploration of each of the essential ingredients to successful and sustainable change.

1. Strong, committed, aligned and unwavering leadership team
2. Complete clarity about what we are trying to achieve and why
3. Laser-like focus on the outcomes
4. Detailed understanding of the implications of the change
5. Find the emotional triggers
6. Genuine engagement of people at all levels of the organisation
7. Clear governance and thorough planning
8. A change process that includes a 'pause for reflection'
9. Establish a change-ready culture
10. A Change Catalyst to drive delivery

Part 10. Culture change

Successful change is impossible unless your organisation is ready, willing and able to change. In this section, we explore culture including how to establish what your current culture actually is, what a change-ready culture looks like, and how to create a culture that embraces change.

Part 11. Reflection and call to action

Each executive decides the most appropriate action plan and next steps for them and their organisation.

Campbell Macpherson

Author of the 2018 Business Book of the Year – ‘The Change Catalyst’.



A multi-disciplined, international, senior business advisor with more than 25 years of experience in enabling the design and successful delivery of strategic change, especially within financial services.

- International business improvement expert
- Strategic change business advisor and change leader
- Strategy execution specialist
- Accomplished transformation facilitator
- Entertaining and thought-provoking public speaker

Campbell advises organisations worldwide via his consultancy Change & Strategy International (www.changeandstrategy.com)

Abu Dhabi Investment Authority (April 2014 – April 2017)

Senior Advisor, Evaluation & Follow-up Division, MD’s Office. 3 year exclusive contract with one of the world’s largest Sovereign Wealth Funds:

1. Improvement of the clarity, impact and value that this pivotal ‘checks and balances’ division added to the Investment Committee. EFD reviewed every investment that went before ADIA’s IC.
2. Leading IC advisory projects including ‘peer review’ missions to the leaders of over 20 of the world’s largest asset owners and managers.
3. Reviewing ADIAs investment governance structure and processes.

Other career highlights:

- James Hay: Leadership team alignment - Leading Change Workshop. Strategy clarification and documentation.
- Sesame: Merged five companies into one, creating the UK’s largest IFA Network. Joined board responsible for Change, HR and Sesame Learning. Conducted national roadshows for 5000 IFAs. Winner HR Leadership award.
- IFDS: Enabled the establishment of two new market-leading businesses – platform solutions and pension solutions. Aligned the new leadership teams and led business development as an ad-hoc executive.
- iPipeline: UK market entry through acquisition and assisted with the development of the newly acquired business.
- Cofunds: Worked with CEO to clarify new strategy and align leadership, management and organisation to deliver.
- Zurich Life: Strategy Director for Zurich Global Life across ME, Asia, CEE and Latam. Led expansion and commercial teams.
- BP Northbound: Director of this family business, doubling revenue and tripling profit in four years, resulting in successful sale.

Campbell Macpherson

**Business Advisor,
Facilitator, Speaker,
Author and Change
Catalyst.**



IFSWF, M&A Advisor,
Bibby Group, FS Forum,
Sovereign Investor
Institute, Henley Business
School, ILM.

Senior Adviser, Abu Dhabi
Investment Authority

Strategic change advisor
& executive: IFDS, Aviva,
James Hay, IPF, Friends
Life, iPipeline, Cofunds,
Gocompare, Centaur, ...

Director, BP Northbound

Strategy Director,
Zurich Global Life EM

Board & HR Director,
Sesame (IFA Network)

Strategic Change & OD:
Misys, BBC, Capital Radio,
Telewest, Sesame

Marketing Director,
Virgin Wines, Smartlogik,
BrightStation

Head of eBusiness, AMP

Snr Mgr, Change,
Andersen Consulting

CEO & Founder,
InterMark Multimedia

Sales Manager, Ultimate
Computers & NCR

Mgt Trainee,
Hawker Pacific

Officer & Pilot Trainee,
RAAF Academy