



LEADING CHANGE - FOR LEADERSHIP TEAMS -

An essential 2-day workshop for Exec Teams and Management Teams.

The ability to lead change is a critical skill for every successful leadership team.

Every successful strategy requires change - and change has never been more critical to business than it is today. Change is the new norm - and the pace of change is accelerating due to incredible advances in technology. The way we work is changing. Entire industries are changing. If your leadership team doesn't transform your business, another one will.

Change is inevitable. Successful change isn't.

Leadership teams need to be able to take their organisations in new directions swiftly and decisively when the time arises. 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.

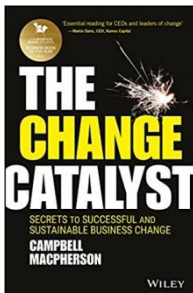
Leaders not only have to embrace change themselves, they also have to lead their people to embrace change and deliver. But 7 out of 8 leadership teams are not equipped to succeed.

This workshop will equip your leadership team with the toolset and approach they need to build a culture that embraces change and to lead - together - one of the most difficult assignments in business: the successful delivery of sustainable change.

"The Leading Change workshop was invaluable for helping our team to come together and deliver. Never frightened to challenge his audience; you never forget a Macpherson session."

Alastair Conway, CEO, James Hay Group

Each participant will receive a copy of Campbell's acclaimed book, 'The Change Catalyst: secrets to successful and sustainable change' (Wiley 2017), **winner of the 2018 Business Book of the Year.**



"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**

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¹ Bain & Co survey of 250 large companies 2016.

Workshop Outline

The 'Leading Change for Leadership Teams' Workshop is an intensive 2-day workshop for Exec Teams and Management Teams. Day 1 incorporates the 'Embracing Change' workshop that we recommend for all employees.

DAY ONE – EMBRACING CHANGE

Part 0. Introductions and Expectations

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

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.

An interactive exploration of some of the key external changes likely to affect your organisation, the key internal changes ahead for your organisation and your department – and their implications.

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 barriers we erect to change

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

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



Participants are encouraged to share experiences.

Part 5. Dismantling the change barriers

Discussion of how to mitigate the barriers to change and other approaches to embracing change:

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

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. Includes a facilitated discussion of how it all pertains to the leadership team in question.

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

Organisation-specific change projects or strategies are discussed by the group.

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. The team explores what it could do to enhance the change-readiness of their organisation.

Part 11. Call to action

The group decides the most appropriate action plan and next steps for the leadership team.

Campbell Macpherson

Campbell helps CEOs and leadership teams to clarify their strategy, build cultures that embrace change and align their people to deliver.

Campbell is a sought-after public speaker and author of the multiple award-winning book “The Change Catalyst: secrets to successful and sustainable business change” (Wiley 2017) which won the leadership category at the 2018 Business Book Awards in London as well as the coveted award of ‘**2018 Business Book of the Year**’.



He is an adjunct faculty member of the Henley Business School.

Campbell has been assisting leaders to clarify and deliver their strategies and business cases for more than 25 years throughout the UK, US, Asia, Middle East and Australia. His client organisations have included:

- A private travel company with 24 employees and £5m turnover on a fast growth trajectory looking for equity partners
- A family-run BP-branded forecourt business, helping the owner to double revenues to \$50m, triple profits and sell
- An investment services business with 600 staff and £45m revenue needing to clarify and deliver its strategy in preparation for an acquisition
- Enabling the leadership of Cofunds, UK’s largest investment platform, to clarify its strategy and align its people in preparation for trade sale.
- The leadership teams of Friends Life, Gocompare, Centaur, Aviva Claims
- Creating the UK’s largest IFA network (Sesame) out of the 5 networks that Misys had acquired – 1000 people and £400m turnover
- Assisting US insure-tech company, iPipeline, enter the UK market through an acquisition of Assureweb
- Establishment of two new platform businesses for IFDS/DST
- A 3 year exclusive contract until April 2017 as a Senior Adviser in the MD’s Office of the Abu Dhabi Investment Authority. Every proposal that went before ADIA’s IC crossed Campbell’s desk.
- Keynote speeches and leading change workshops for numerous organisations world-wide – NY, London, Vegas, Singapore, Nice, ...

Campbell has also been a board member and senior executive of several national and multi-national companies including:

- Executive Board Director, Sesame, responsible for HR & Change
- Strategy Director, Zurich Global Life Emerging Markets and Zurich International Life
- Head of eBusiness, AMP Group UK
- Founding Marketing Director of Virgin Wines
- Director of QLD’s largest independent BP-branded forecourt
- Founder of Australian multimedia pioneer, InterMark

Campbell believes that critical elements of any organisation’s success are: Clarity of strategy and its implications, a culture that embraces change, people who are aligned and motivated to deliver, and leaders able to lead successful change.

Campbell Macpherson

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



James Hay, IFSWF, M&A Advisor, Bibby Group, FS Forum, SII, St James Place, Henley Business School, RER Network, Inst. Leadership & Mgt Senior Adviser, ADIA

Strategic change advisor: IFDS, Aviva, 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