EMBRACING CHANGE

CAMPBELL MACPHERSON
CHANGE & STRATEGY INTERNATIONAL

AUTHOR OF ‘THE CHANGE CATALYST’
2018 BUSINESS BOOK OF THE YEAR
Enabling CEOs and business leaders to... clarify their strategy, align their organisations and lead the delivery of sustainable change.
“Change happens’ as Forrest Gump should have said.

Those of us who can cope with change will survive.

Those of us who are able to embrace change and look for the opportunities will thrive.

And the power to change lies within every single one of us.”
TODAY

1. Changes you have embraced
2. The inevitability of change
3. All change is emotional
4. How we react to change
5. Overcoming the emotional barriers to change
6. Be your own change catalyst
7. The Embracing Change Checklist
8. Reflection
GRADES OF CHANGE
PERSONAL, HIGH IMPACT CHANGE CAN BE THE MOST CHALLENGING

Adopting new technology
Normal political change
New HR processes ...

Moving house
New school
Starting new job
Current political change

Having a baby
Getting divorced
Redundancy
Death of loved one
CHANGES YOU HAVE EMBRACED

Choose a level of change to share

How did the change make you feel?

What were the challenges?

How did you overcome them?
CHANGE IS INEVITABLE
LAST 50 YEARS ...
LAST 20 YEARS ...
THE NEXT 10 YEARS ...

Technology
Digital - everything
Artificial Intelligence
Augmented Intelligence
Genetic Medicine
Immunotherapy
Stem Cell Reproduction
Nanotechnology
New generations of antibiotics
Driverless Cars
Food technologies
3D Printing
BlockChain
FinTech
...

www.changeandstrategy.com
Average life expectancy 83 in much of the West (79 in US, 50 in central Africa)

Rich Americans live 15 years longer than poor Americans.
In the UK, the gap is 9 years.

Longevity set to increase further due to immunotherapy, genetic medicine, stem cell research, ...
THE RISE OF THE MACHINES

In the next 10 years ...

“50% of human jobs will be replaced by machines. AI will replace factory workers, assistants, advisers and middle men, reporters, doctors, teachers, traders, bankers, accountants, research analysts and insurance agents.”
AUGMENTED INTELLIGENCE

Detecting cancers and stroke victims’ blood clots.

“Centaur Chess combines perfect tactical play that only a computer can provide with beautiful, meaningful strategies of which only humans are capable. It is chess played at a higher level than ever before.” Gary Kasparov

www.changeandstrategy.com
ENTER THE ENTREPRENEUR

‘Job for Life’ days long gone

‘Career for Life’ days also over

14% UK **self-employed** (4.7m)

27% UK work **part-time** and rising

46% of US workers say they are **under-employed**

36% of US workers in ‘**gig economy**’
CHANGE IS INEVITABLE

www.changeandstrategy.com

@CampbellTCC
ALL CHANGE IS PERSONAL
ALL CHANGE IS EMOTIONAL
HOW WE REACT TO CHANGE
Different types of change

<table>
<thead>
<tr>
<th>SIZE OF THE CHANGE</th>
<th>PERSONAL CONTROL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Big</td>
<td>None</td>
</tr>
<tr>
<td>‘Burning Platform’</td>
<td>Big change</td>
</tr>
<tr>
<td>‘Quantum Leap’</td>
<td>Big change</td>
</tr>
<tr>
<td>Small</td>
<td>Total</td>
</tr>
<tr>
<td>‘Adapt’</td>
<td>Small change</td>
</tr>
<tr>
<td>‘Grow’</td>
<td>Small change</td>
</tr>
</tbody>
</table>

www.changeandstrategy.com
Our reaction to unexpected change is both personal and predictable ...

Modified Kubler-Ross change curve

- Shock
- Denial
- Anger
- Fear
- Depression
- Understanding
- Acceptance
- Moving On

Resistance, Bargaining, Trough, Exploration, Adoption

www.changeandstrategy.com
"If it's never our fault, we can't take responsibility for it. If we can't take responsibility for it, we'll always be its victim."

Richard Bach
EXERCISE

Helping yourself – or others – through the curve.
THE ‘QUANTUM LEAP’ CHANGE CURVE

Our reaction to change we instigate follows a similar pattern ...

- Excitement
- Apprehension
- Fear
- Remorse
- Insight
- Acceptance
- Embracing
Different types of change

Big change forced upon me

Big change I have chosen

Small change forced upon me

Small change I have chosen

SIZE OF THE CHANGE

PERSONAL CONTROL

None

Total

Team

Leaders
OVERCOMING
OUR PERSONAL BARRIERS
TO CHANGE
Personal barriers to change:

- Denial
- Emotion
- Fear - of failure
  - of blame
  - of the unknown
  - of others
- Engagement Fatigue
- Identity
- Thoughts and Beliefs
Availability bias: “We just got an order last week. Things are turning around.”

Anchoring errors: “This feels just like the last downturn. We will come back eventually.”

Group think: “My team agrees this will resolve itself.”

Confirmation bias: I found three different studies that support my view.

Rabbit-caught-in-the-headlights: “We need to study this more before we act irrationally.”

Optimism Bias: If we do things we usually do in a downturn, things will be OK.”
“Emotions can get in the way or get you on the way.”

Mavis Mazhura
S.T.O.P.

Stop.
Take a breath.
Observe.
Proceed.
CHOOSE YOUR ATTITUDE

Be there          Play          Make their day          Choose your attitude

www.fishphilosophy.com
FIND YOUR OWN EMOTIONAL TRIGGERS

Put yourself on the therapists couch

How do you normally react to unexpected change?
How would you have liked the other party to have made you feel?
What gets you fired up?
What gets you excited about the future?
What makes you feel good about yourself?
What does it take to motivate yourself emotionally?

NB: Be honest. Be genuine.
FEAR

FALSE EVIDENCE APPEARING REAL

Fear of failure
Fear of blame
Fear of the unknown
Fear of others
FEAR OF FAILURE

Atichyphobia

“Failure seldom stops you. What stops you is the fear of failure.”

Jack Lemmon

Find perspective

One step at a time

Try not to aim for perfection.
FEAR OF BLAME

“The urge to blame is based on the fear of being blamed.”

David Stone

The solution:
Become part of the solution
FEAR OF THE UNKNOWN

“The oldest and strongest emotion of mankind is fear, and the oldest and strongest kind of fear is fear of the unknown.”

H. P. Lovecraft.

“Knowledge is power.”

Sir Francis Bacon
FEAR OF OTHERS

“Belonging Is Our Blessing, Tribalism Is our Burden.”
Dr Saul Levine

Bad Tribes

Good Tribes
ENGAGEMENT FATIGUE
(aka DOUBTING THE VISION)

We just don’t believe that the long-term gains will be worth the short-term pain.

The Serenity Prayer

“Grant me the serenity to accept the things I cannot change,
the courage to change the things I can
and the wisdom to know the difference.”

Theologian Reinhold Niebuhr (1892–1971)
“We are reduced to asking others what we are. We never dare to ask ourselves.”

Jean-Jacques Rousseau
“We are, each of us, a product of the stories we tell ourselves.”
Yoga helps us to view our thoughts and emotions objectively. It helps us to approach the change as an independent observer, not as someone who is a victim of it. It helps us to welcome the change.
OVERCOMING OUR BARRIERS TO CHANGE

The barriers:

- Denial
- Emotion
- Fear of failure
- Fear of blame
- Fear of the unknown
- Fear of others
- Engagement fatigue
  (Doubting the Vision)
- Thoughts and beliefs
# OVERCOMING OUR BARRIERS TO CHANGE

<table>
<thead>
<tr>
<th>The barriers:</th>
<th>Overcoming them:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Denial</td>
<td>Admitting denial</td>
</tr>
<tr>
<td>Emotion</td>
<td>Observe your emotions</td>
</tr>
<tr>
<td>Fear of failure</td>
<td>Put into perspective</td>
</tr>
<tr>
<td>Fear of blame</td>
<td>Be part of the solution</td>
</tr>
<tr>
<td>Fear of the unknown</td>
<td>Make the unknown familiar</td>
</tr>
<tr>
<td>Fear of others</td>
<td>Find good tribes</td>
</tr>
<tr>
<td>Engagement fatigue</td>
<td>Challenge the future –</td>
</tr>
<tr>
<td>(Doubting the Vision)</td>
<td>then accept it</td>
</tr>
<tr>
<td>Thoughts and beliefs</td>
<td>See them for what they are</td>
</tr>
</tbody>
</table>

www.changeandstrategy.com
BE YOUR OWN CHANGE CATALYST
BE YOUR OWN CHANGE CATALYST

The Power of Yoga
Resilience
Creating favorable conditions for change
Find the help you need
Helping others
My personal change plan
Be your own change leader

www.changeandstrategy.com
BE YOUR OWN CHANGE CATALYST

The Power of Yoga

Resilience

Creating favorable conditions for change

Find the help you need

Helping others

My personal change plan

Be your own change leader
MY PERSONAL CHANGE PLAN

My Personal Change Plan

"Knowing yourself is the beginning of all wisdom." - Aristotle

What is the change?

1. CONTEXT

Why is this change happening?

In as detached a manner as possible, seek to understand what happened to bring about this change. Why did it happen and what could be learned from it?

Why is this change necessary or desired?

If it is a change being done to you, put yourself in their shoes and seek to understand why it is being done. Try to stay impersonal and objective, however hard this may be. If you are the one instigating the change, articulate why this change is the right thing to do.

Broader Trends

What broad trends are happening that are relevant to the change in question? Changes to your industry, changes to the way work is done, changes to the way we live, changes to society, ... Make a list and do some research.

2. OUTCOMES

What am I wanting to achieve?

What is the outcome/range of outcomes that I want? Why? What does good look like for me?

Key implications of the change

If I do achieve what I want to achieve, what are the positive and negative consequences of this? For me, for others? What could I do to mitigate these implications?
BE YOUR OWN CHANGE LEADER

IF YOU ARE NOT LEADING CHANGE
YOU ARE NOT LEADING ANYTHING
YOU ARE JUST MANAGING THE STATUS QUO
LEADERSHIP IS HELPING PEOPLE TO WANT TO CHANGE
WHY CHANGE FAILS

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

www.changeandstrategy.com @CampbellTCC
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
7. Clear accountabilities, responsibilities and decision making
8. Overcome complacency and pause for reflection
9. A Change Catalyst to drive delivery
10. Establish an enabling, change-ready culture
CLARITY OVER WHAT WE NEED TO ACHIEVE - AND WHY

“If you don’t know where you are going, you’ll end up someplace else.”

Yogi Berra
“There are downsides to everything; there are unintended consequences to everything.”

Steve Jobs, Founder Apple
“The operation was a complete success. Unfortunately the patient died.”
Initial Inertia
*Moving from talk to action*

Mid-Term Inertia
*Momentum too great*

Complacency
*Success breeds failure*

ACTION

PAUSE

AVOID
“Success breeds complacency. Complacency breeds failure. Only the paranoid survive.”

Andy Grove, Founder Intel
“Sometimes I have built well, but often I have built without Researching the ground upon which I put my building.

I raised a beautiful house but it slowly drifted away with the tides for I had laid the foundation upon shifting sand.”

Maya Angelou
The biggest COMMUNICATION PROBLEM is we do not listen to understand, we listen to reply.

QUOTEDIARY.ME
EMOTION TRUMPS LOGIC EVERY TIME

WHEN DEALING WITH PEOPLE REMEMBER YOU ARE NOT DEALING WITH CREATURES OF LOGIC, BUT CREATURES OF EMOTION

Dale Carnegie

celebquote.com
WHAT RESONATED MOST FOR YOU?
THE EMBRACING CHANGE CHECKLIST

1. Accept that change is inevitable.
2. Accept that not all change is going to be ‘good’.
3. Understand that all change is emotional.
4. Be detached.
5. Create favorable conditions for change.
7. Help others.
8. It’s about attitude.
REFLECTION
DOWNLOADS FOR YOU

www.changeandstrategy.com/invesco
"It is not the strongest of the species that survive, nor the most intelligent, but the one most responsive to change."

Charles Darwin