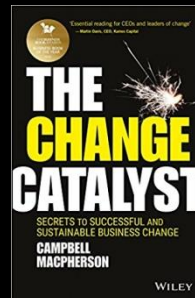


EMBRACING CHANGE

CAMPBELL MACPHERSON
CHANGE & STRATEGY INTERNATIONAL

AUTHOR OF 'THE CHANGE CATALYST'
2018 BUSINESS BOOK OF THE YEAR



HELLO

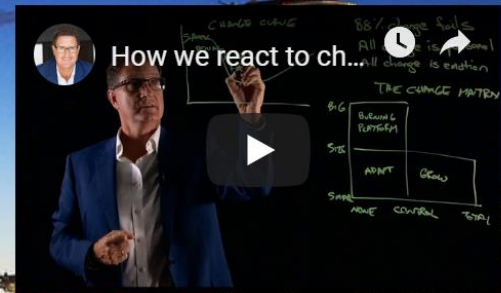


HELLO

change | strategy

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Enabling CEOs and business leaders to...
clarify their strategy, align their organisations
and lead the delivery of sustainable change.





‘The Power to Change’ by Campbell Macpherson

How to embrace change and make it work for you

Published worldwide by Kogan Page in July 2020

“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

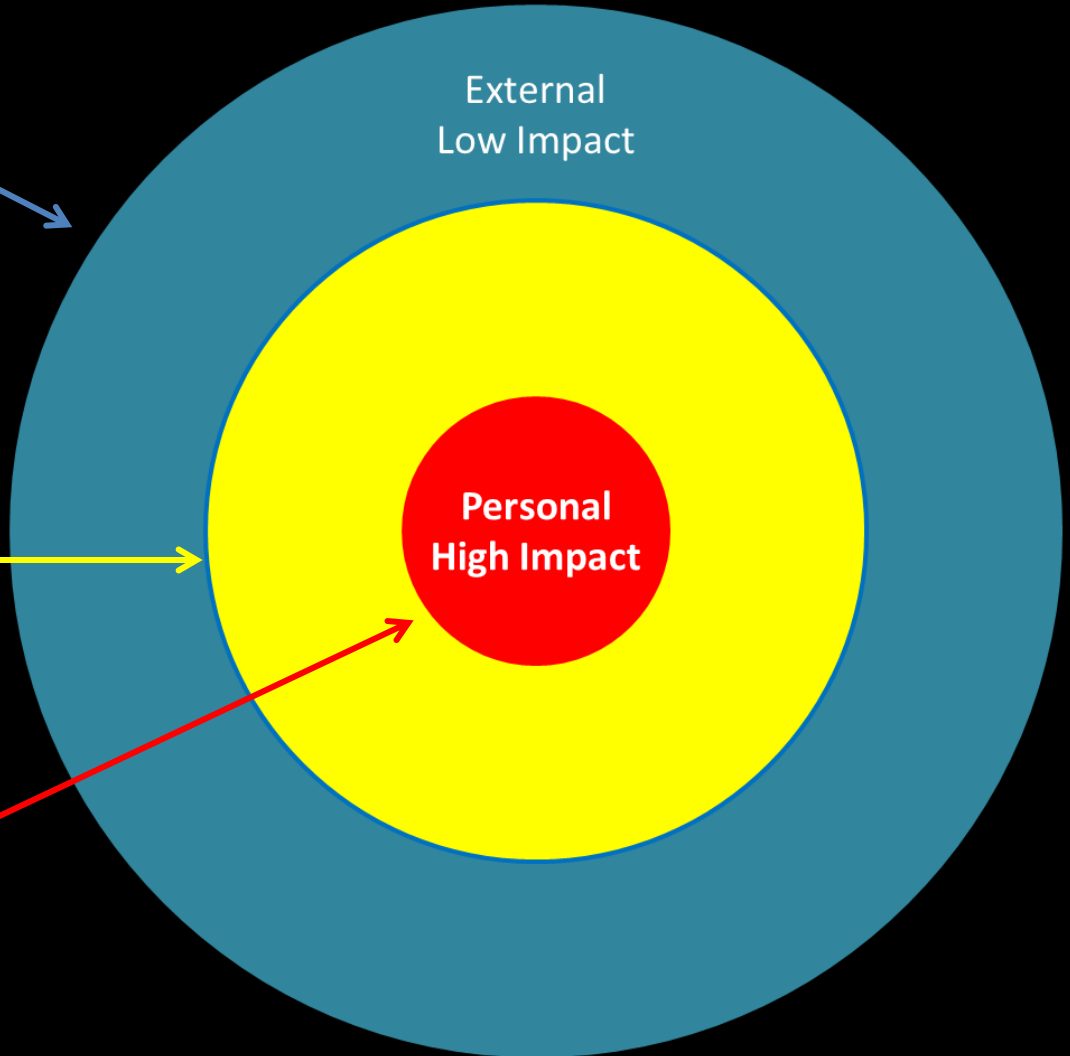
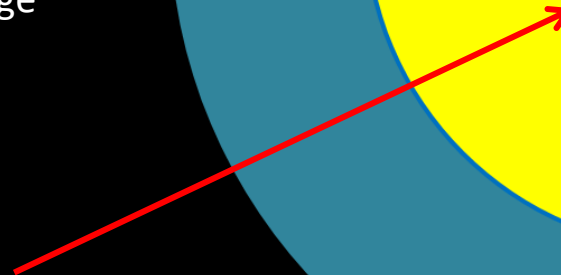
Adopting new technology
Normal political change
New HR processes ...



Moving house
New school
Starting new job
Current political change



Having a baby
Getting divorced
Redundancy
Death of loved one



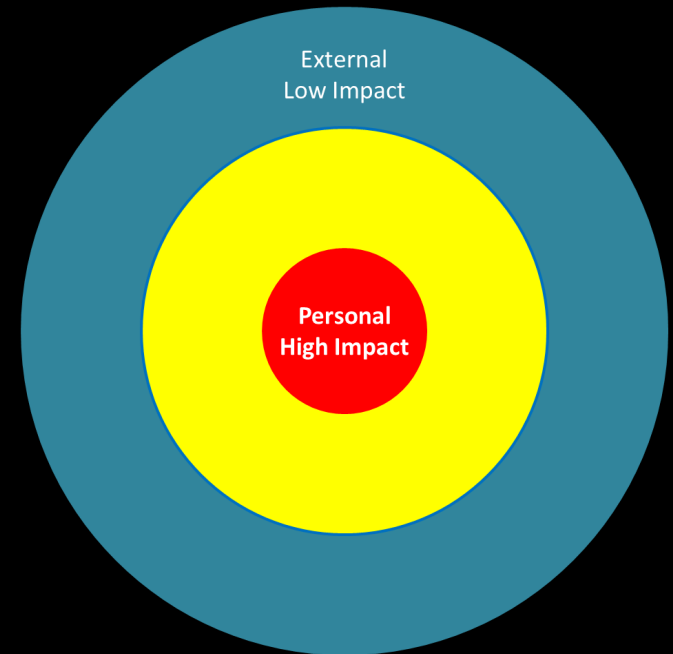
CHANGES YOU HAVE EMBRACED

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 ...



Shutterstock

LAST 20 YEARS ...

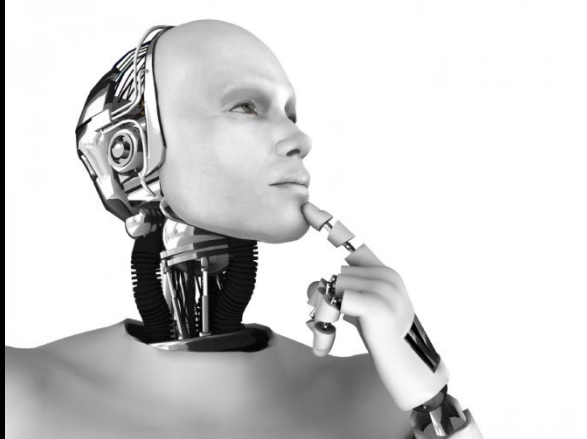


X

TODAY



THE NEXT 10 YEARS ...



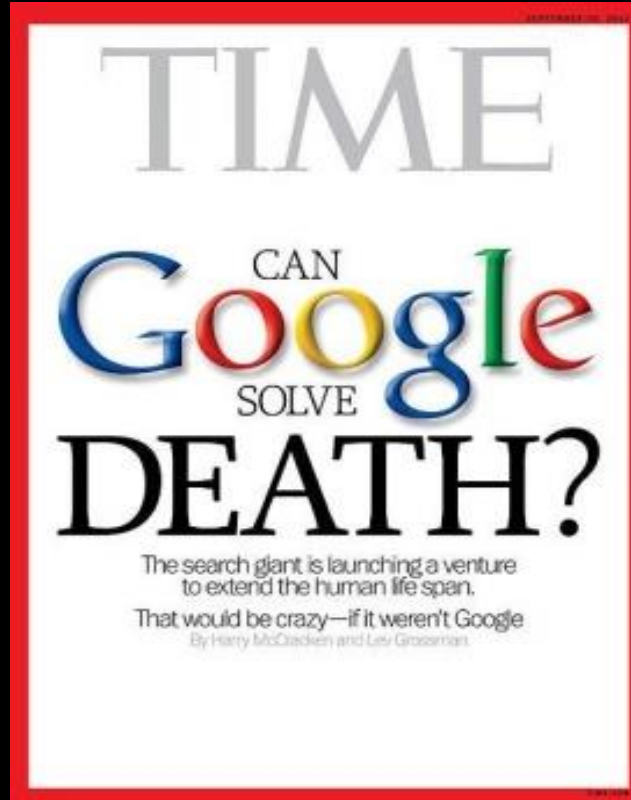
Technology

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
...

LIVE LONG ... AND PROSPER?

Average life expectancy 83 in much of the West

(79 in US, 50 in central Africa)

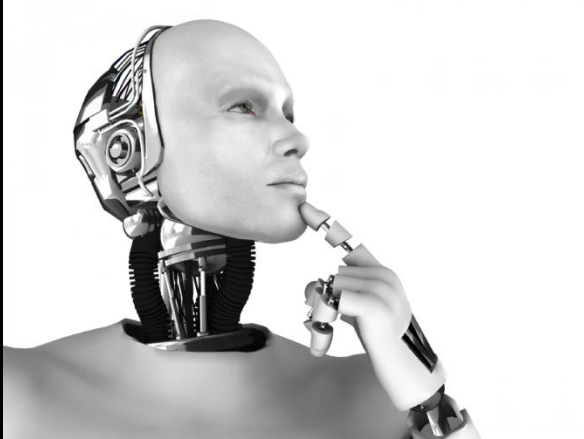


Rich Americans live 15 years longer than poor Americans.

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



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**'



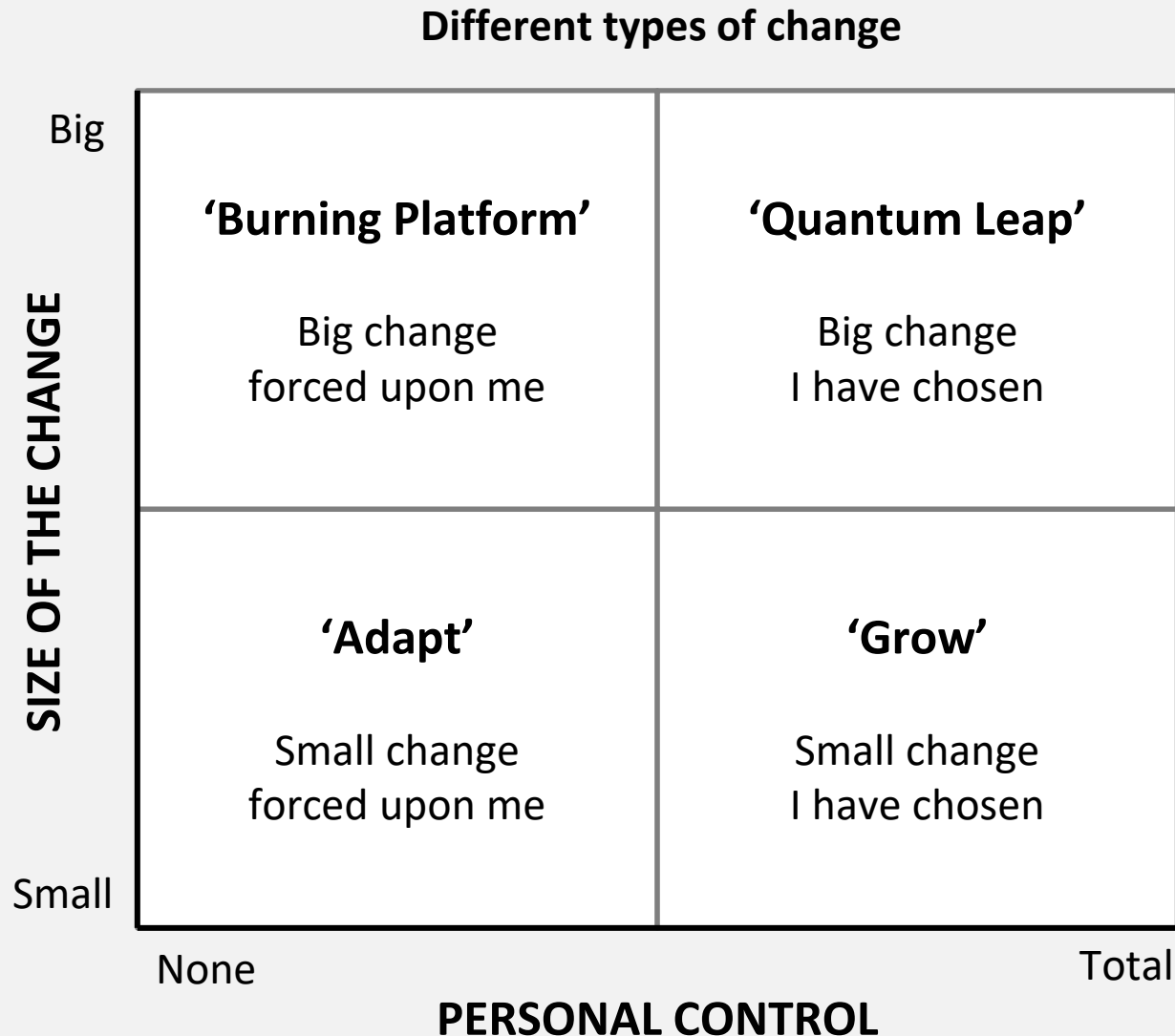
CHANGE IS INEVITABLE

ALL CHANGE IS PERSONAL

ALL CHANGE IS EMOTIONAL

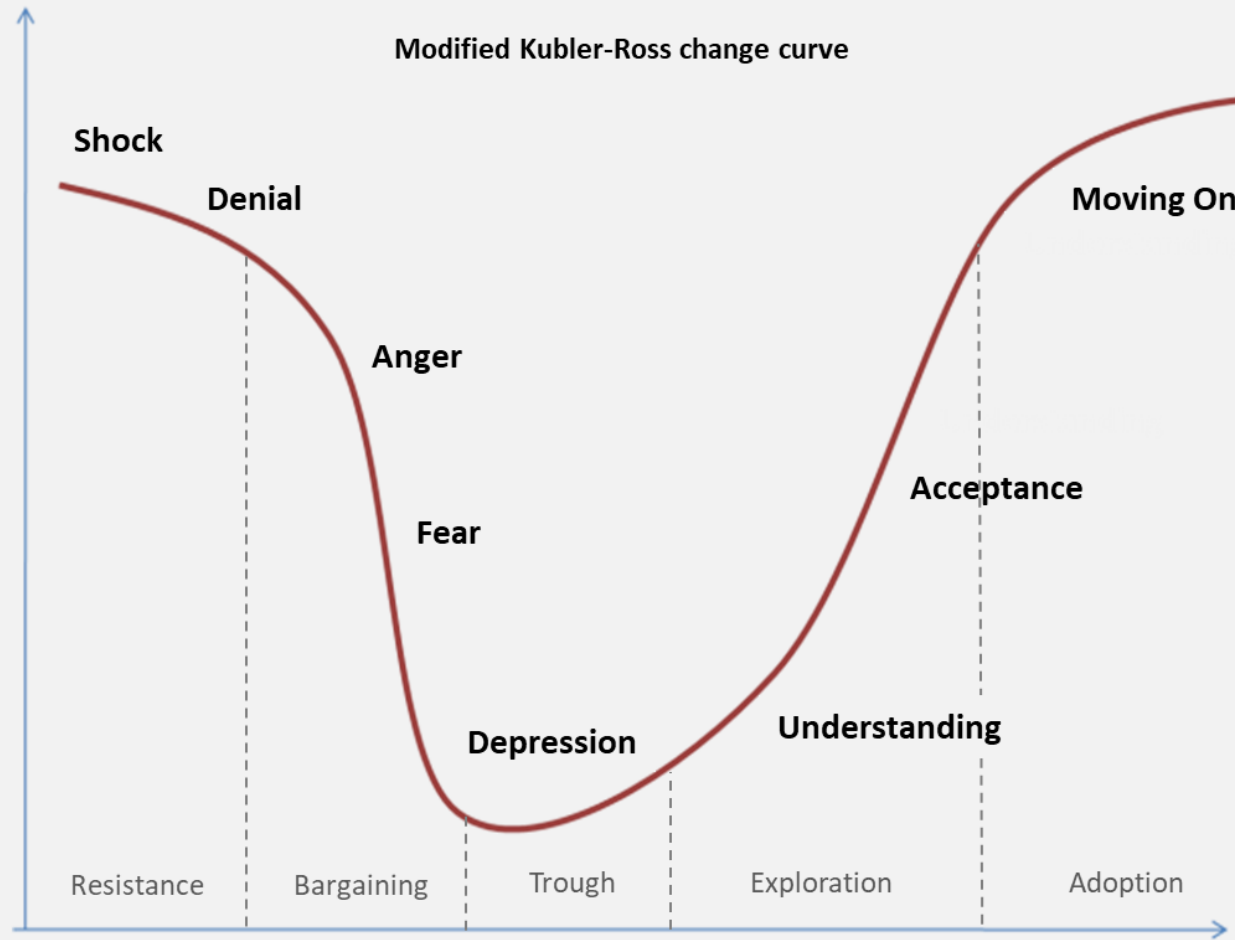
HOW WE REACT TO **CHANGE**

THE **CHANGE** MATRIX



THE 'BURNING PLATFORM' **CHANGE CURVE**

Our reaction to **unexpected change** is both personal and predictable ...



www.changeandstrategy.com

THE TROUGH IS WHERE **VICTIMS** DWELL

“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



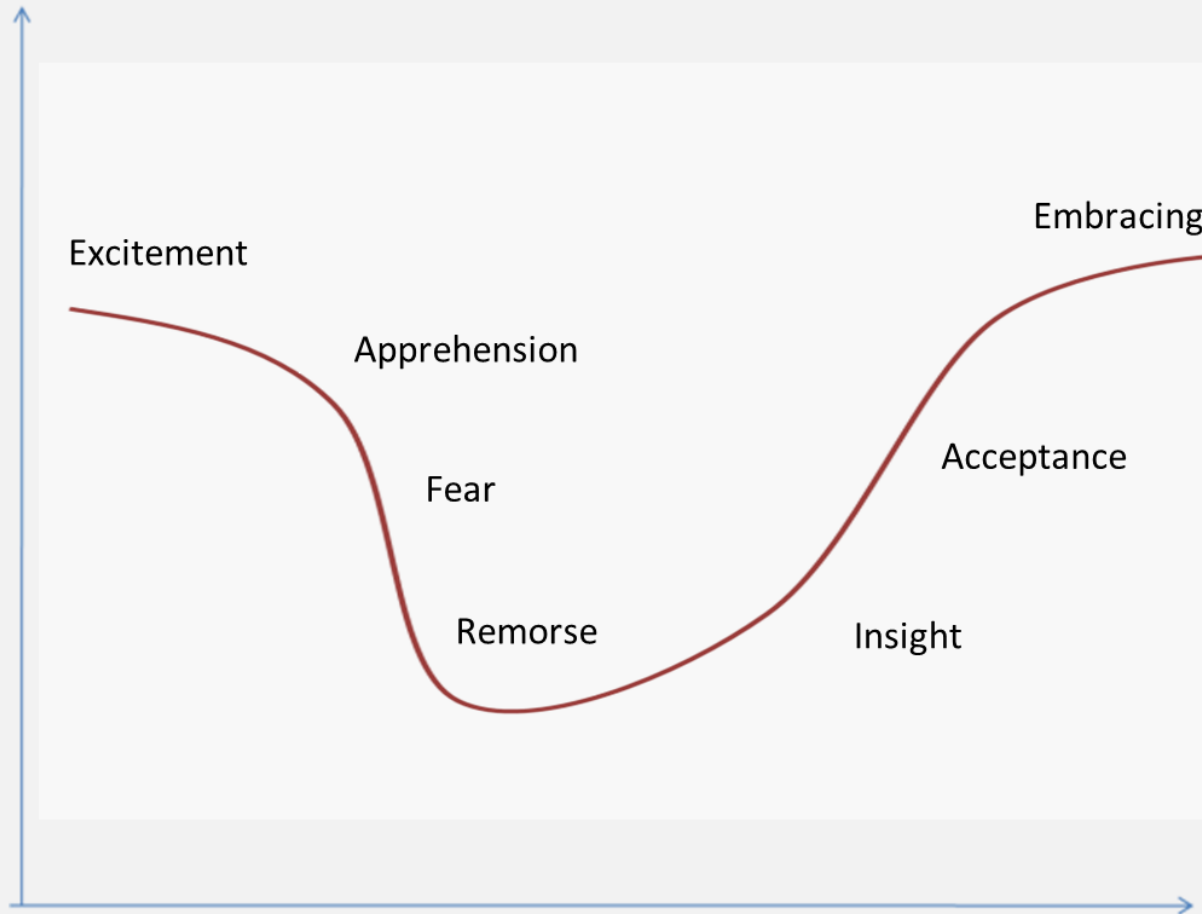
I'M A VICTIM.

EXERCISE

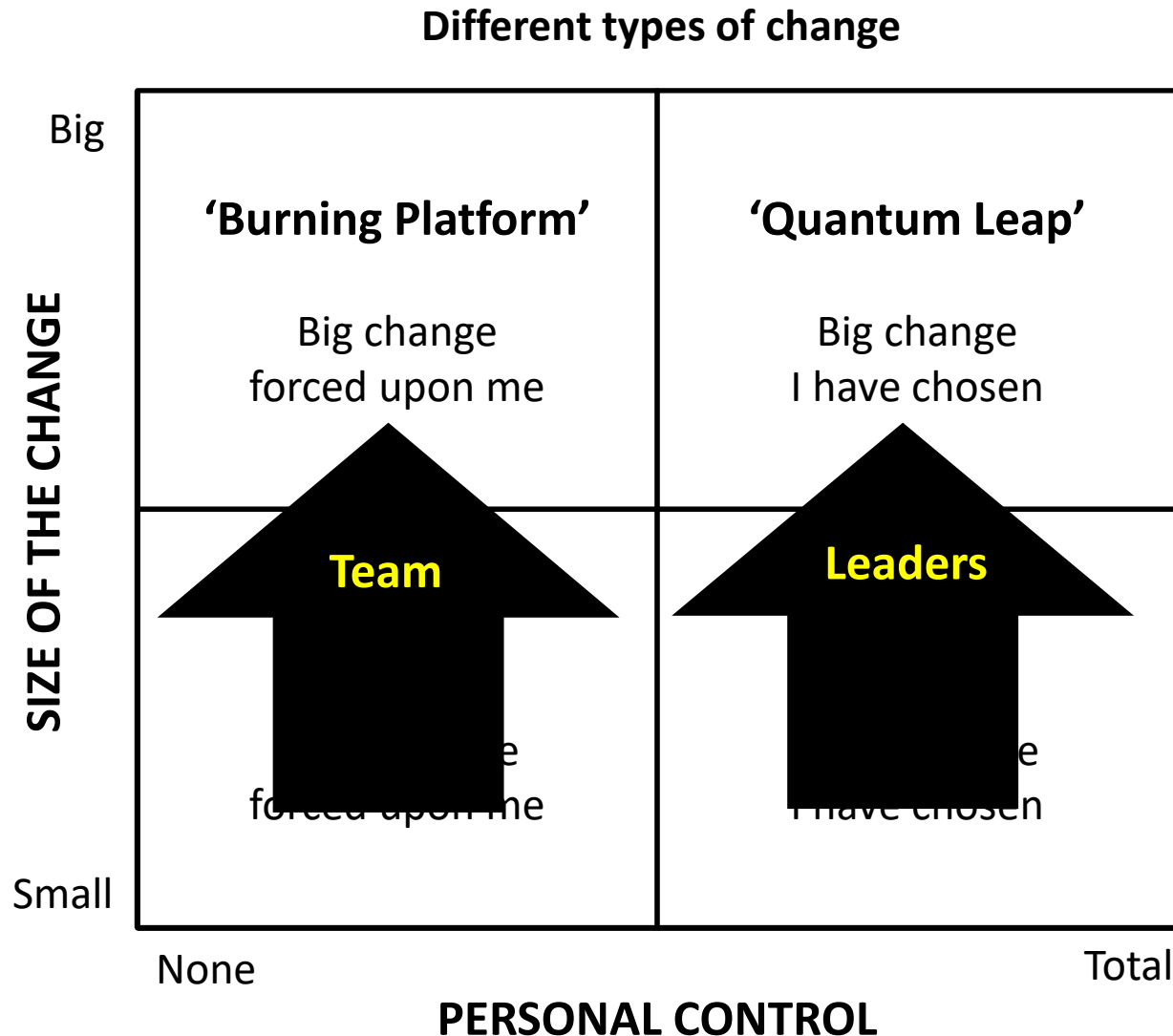
Helping yourself – or others – through the curve.

THE 'QUANTUM LEAP' **CHANGE CURVE**

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



THE **CHANGE** MATRIX





**OVERCOMING
OUR PERSONAL BARRIERS
TO CHANGE**

OUR PERSONAL **BARRIERS** TO CHANGE



Personal barriers to change:

Denial

Emotion

Fear

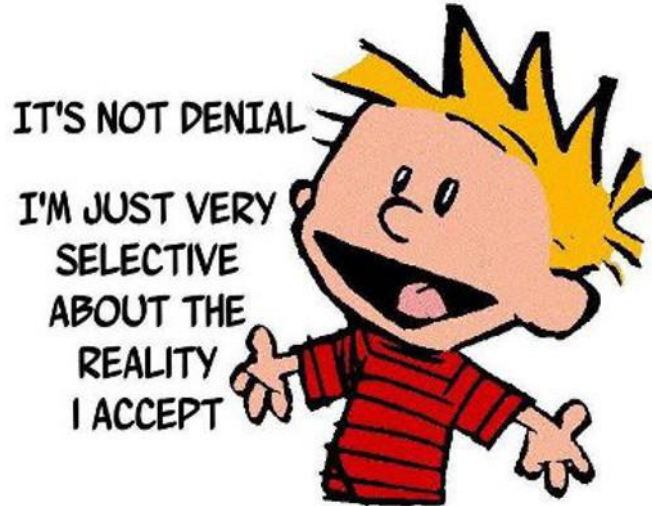
- of failure
- of blame
- of the unknown
- of others

Engagement Fatigue

Identify

Thoughts and Beliefs

DENIAL



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.”

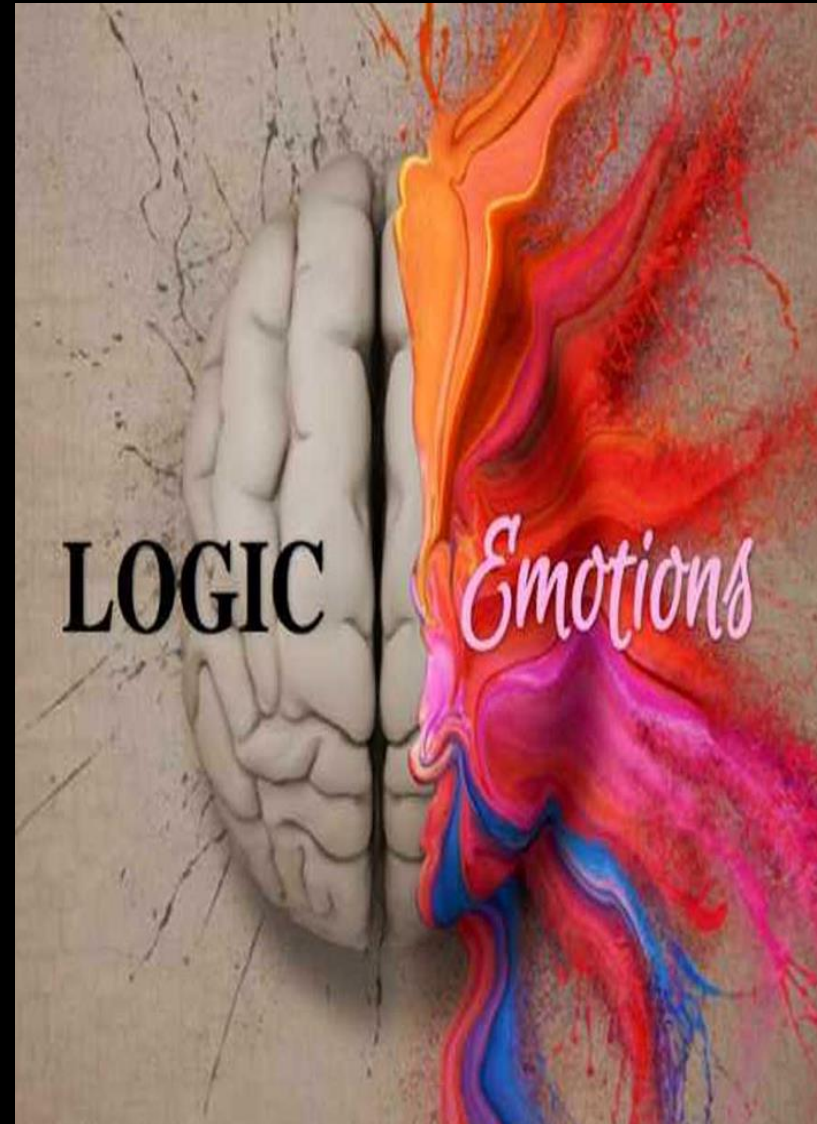
Rabbit-caught-in-the-headlights: “We need to study this more before we act irrationally.”

Optimism Bias: If we do things we usually do in a downturn, things will be OK.”

EMOTION

“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



THE RITZ-CARLTON®

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

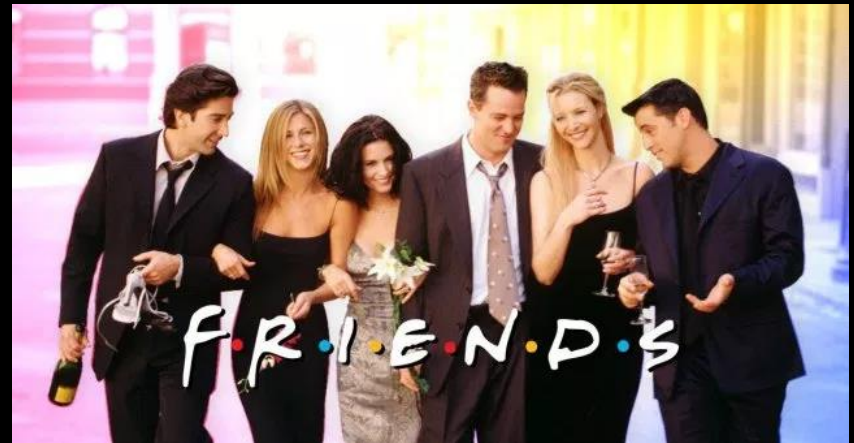
“Belonging Is Our Blessing, Tribalism Is our Burden.”

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)



IDENTITY

*"We are reduced to asking others what we are.
We never dare to ask ourselves."*

Jean-Jacques Rousseau



OUR THOUGHTS AND BELIEFS

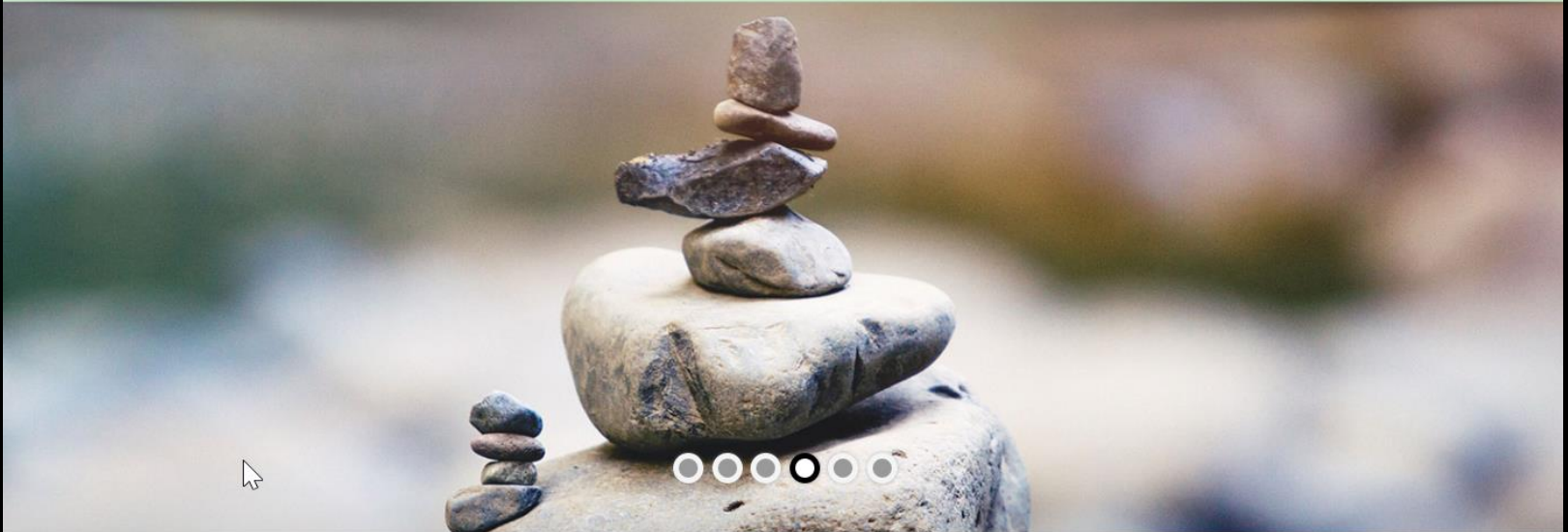


“We are, each of us, a product of the stories we tell ourselves.”

YOGA

Jane Macpherson Yoga

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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

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 them:

Admitting denial

Observe your emotions

Put into perspective

Be part of the solution

Make the unknown familiar

Find good tribes

Challenge the future –
then accept it

See them for what they are

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

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 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?

Page 1

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
9. A change-averse **culture**
10. **Leadership** doesn't stay the course

ESSENTIAL INGREDIENTS OF **SUCCESSFUL 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
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.”

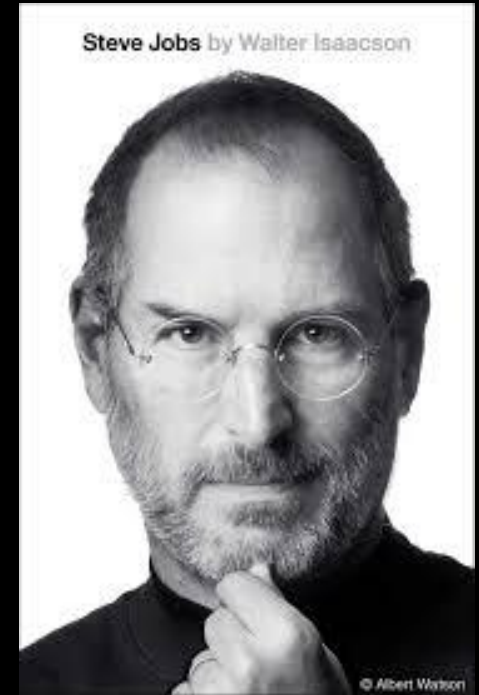


Yogi Berra

IMPLICATIONS ARE FULLY UNDERSTOOD

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

Steve Jobs, Founder Apple



FOCUS ON OUTCOMES



*“The operation was a complete success.
Unfortunately the patient died.”*

OVERCOME **INERTIA**



Initial Inertia

Moving from talk to action

ACTION



Mid-Term Inertia

Momentum too great

PAUSE



Complacency

Success breeds failure

AVOID

COMPLACENCY KILLS

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

Andy Grove, Founder Intel



SET UP TO SUCCEED

“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

GENUINE COMMUNICATIONS & ENGAGEMENT

The biggest

COMMUNICATION PROBLEM

is we do not listen
to understand,
we listen to reply.

Q U O T E D I A R Y . M E

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.
6. Be your own Change Catalyst.
7. Help others.
8. It's about attitude.

REFLECTION



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Downloads for Invesco EMEA Marketing


Leading Change – Documents & Videos

Articles & PDFs

- Invesco Change Plan Template (enhanced) 30 Sep 2019
- Change Planning Tools
- Invesco Leading Change slides 17 Sep 2019
- 21st Century Leadership
- Beat The Odds – Be one of the few M&As that succeed

Why change fails


Ingredients to successful change


Delivering change


Embracing Change – Documents & Videos

Articles & PDFs

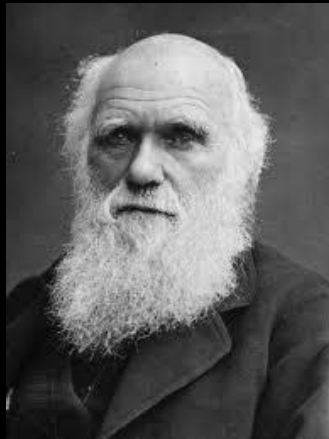
- Embracing Change Slides – Invesco
- My Personal Change Plan – Invesco
- The Change Curve Exercise

Embracing change

How we react to change

Emotional barriers to change

*"It is not the strongest of the species that survive,
nor the most intelligent,
but the one most responsive to change."*



Charles Darwin