
LEADING AND EMBRACING CHANGE:

Key Skills for an Uncertain and Volatile World

By
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Has the ability to lead change ever been more important?

Has the ability to embrace change ever been more critical - for all of us?

88% of change initiatives and business strategies fail to deliver. Which means the vast majority of leaders are ill-equipped to lead change and 88 the vast majority of employees are ill-equipped to embrace change.

This is completely understandable. Change is tough. It's messy, it's emotional, it's often far more complicated than it needs to be and it's rarely successful.

And that was before this pandemic. Covid-19 is the most disruptive global event in eighty years and has caused the deepest economic crisis in a Century. It will transform our business landscape: A significant number of companies will cease to exist; a large number will take years to recover; while those who use this lockdown period to prepare will rise Phoenix-like from this Covid cocoon and soar to great heights.

There is no going back to the status quo - it no longer exists.

Every business is having to change.

But successful change is impossible without your people developing two key sets of skills:

- the ability to lead change, and
- the ability to embrace change

This paper outlines the essential ingredients of both.

Leading Change

The essential ingredients to successful change leadership

In a world of high uncertainty and continual volatility, leadership is all about leading change.

In *The Change Catalyst*, I detail the ten ingredients to successful and sustainable change - and underpinning every single one is leadership. Successful leaders of change must be crystal clear about what they are trying to achieve - and why. What the future looks like must be clear to everyone.

They engage their people to fully understand the implications of the planned strategy - and be willing to amend the strategy as a consequence. They encourage their people to vent their fears and concerns about the new strategy and then listen because that is the only way to find the best path forward, together.

Successful change leaders are obsessed with outcomes; encouraging, driving and enabling their people to deliver. They realise that while process is important, the outcome is critical.

They allow change initiatives to pause for reflection - to review progress and ask with utter objectivity: “Is the outcome still valid?” “Has anything changed since we started down this path?” Good leaders change tack when the facts change.

Great change leaders are great communicators - not broadcast communications, but genuine two-way dialogue. They listen to understand, not just to reply.

They understand that emotions trump logic every time, especially when it comes to change. They know that no-one changes because they are told to; they only change because they want to. So successful change leaders help their people to want to change.

Good leaders are trusted. They give people hope based on facts not fictions. They set their people up to succeed. They give them the support and guidance they need to deliver. They set their change initiatives up so succeed - with process, governance and decision-making processes that are clear,

transparent, appropriate for the size and type of change, and aligned to the culture of the organisation.

Successful leaders realise that culture is everything; that the only way they can deliver is through their people; and that to deliver any change requires a culture that gives people freedom to make mistakes, sees mistakes as learning opportunities and encourages people to not only question the status quo but also to embrace new ideas.

Successful leaders are leaders of change.

Our acclaimed Leading Change workshops and webinars, are designed to give your leaders the ability to lead successful and sustainable change.



Embracing Change

How to embrace change and make it work for you

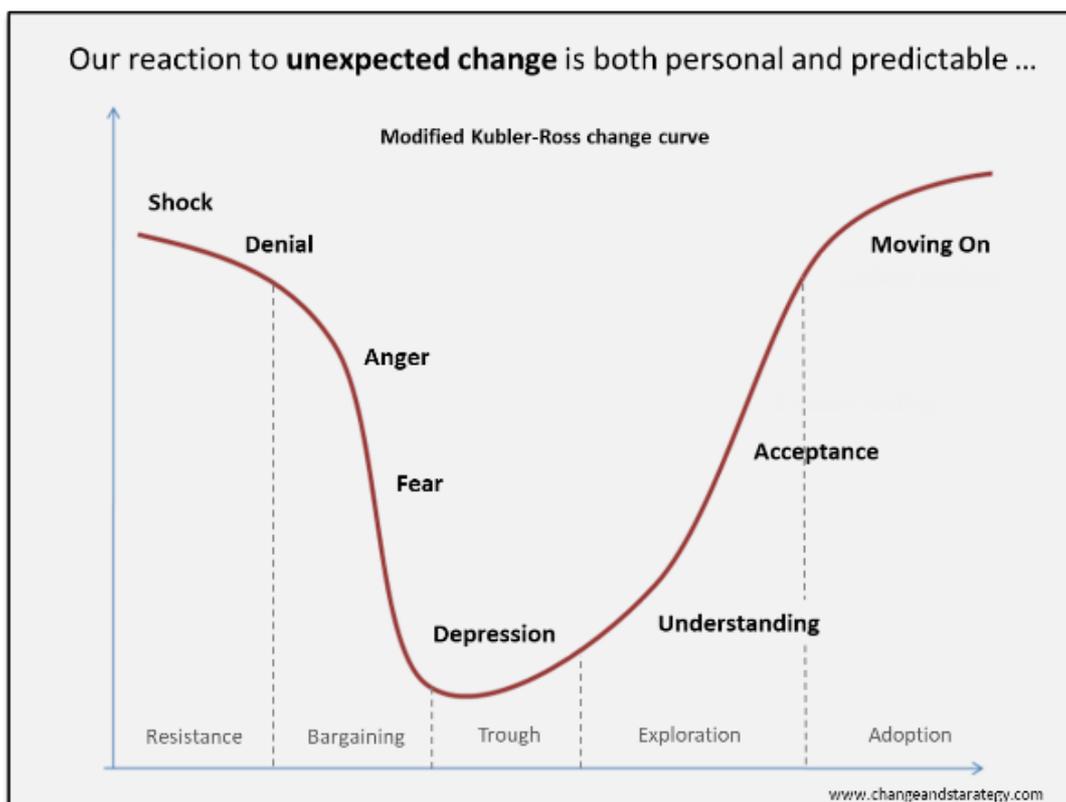
All change is tough, even 'good' change, and we humans seem hard-wired to resist it.

All change is personal. Even the most comprehensive of organisational change is actually the culmination of a myriad of individual changes.

All change is emotional. In fact when big change is done to us, we experience a roller coaster of emotions that are not only normal but utterly predictable.

We start with shock before moving on to Denial which is soon followed by Anger. This in turn masks any number of Fears. Right now, your people are worried about their jobs, their careers, the safety of their loved ones, their finances and their future. Many will be worried if they have the skills to succeed in the new world that will emerge. In the trough of the curve lies 'Depression' which can range from a feeling of helplessness to a stultifying feeling of victimhood. Then, with help, the head will kick in and we will Understand and finally the heart will kick in with Acceptance, and we can move on.

THE 'BURNING PLATFORM' CHANGE CURVE



We can travel up and down this Change Curve several times. It is also not a once-in-a-lifetime experience. The Change Curve is a part of life, for life.

To embrace change and move on, we need to learn to accept and harness our emotions. While this is more difficult for some of us than others, it is critical if we are to try to leave the past behind and embrace the future. To do this effectively, we must learn to detach ourselves from our emotions and negative thoughts through the simple act of observation. Simply observing our fear or anger or anxiety separates them from us - and reduces their power over us. We need to confront our fears and use proven techniques to diminish and overcome them.

We need to test our doubts, find good tribes and change our attitude. We need to realise that our identity can get in our way. How we think of ourselves and the limits we consequentially place on ourselves can be an enormous barriers to change.

We need to become the leaders of our own change - creating the favourable conditions for change, finding the help we need and helping others to change. We need to build resilience through developing a belief in ourselves, embracing emotions, no matter how strong they may be and not only developing plans, but following them through to completion.

For more information about the
'Leading Change' workshops and webinars
'Embracing Change' workshops and webinars

Contact Campbell Macpherson
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“Change is inevitable. Successful change isn’t.”
The Change Catalyst (Wiley 2017)

About the Author



Campbell Macpherson is an international business advisor, NED, keynote speaker, executive coach, Executive Fellow of Henley Business School and author of the essential guide to leading change, 'The Change Catalyst' - the 2018 Business Book of the Year.

He enables CEOs and leaders to align their people to a clear strategy and improve the way their organisations work.

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