

## Foreword to The Power to Change

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Most of us have heard the phrase '*Change is inevitable; change is constant*' (Benjamin Disraeli) but not many of us have considered the fact that successful change is not an inevitability, proven by a study showing that 88% of change initiatives fail!

Why? Because change is personal, not a process.

It is about people, like you and me, and how each of us views the world from our own perspective. The good news is that because change is personal, each of us has the personal power to change.



Endsleigh has worked closely with Campbell Macpherson over the past year to define a new strategic direction that will help us all to change in order to recapture Endsleigh's winning position. This book, *The Power to Change*, will give you the tools and approaches to embrace and celebrate change at both a personal and professional level. By using a unique approach that allows its readers to understand and engage with change on an emotional level, the book empowers us to identify our fears and doubts and to put change into perspective; enabling us to embrace the opportunities that change presents.

I was 9 years of age when I first discovered what change meant for me. My parents moved abroad (to Cyprus, it wasn't all that bad...). It was a 'burning platform' kind of change that was done to me leaving behind familiarity, friends and a known future. This kind of change forced me to learn things about myself: that I am curious about the unfamiliar, that I love new challenges, that I am resilient, that I can change. Not that I knew any of that at 9 years old, but they are traits that I now understand and that understanding has helped me to not just survive what life throws at me, but to find opportunities from the inevitable changes – and thrive. That's my story. We all have one, and I would encourage you to use the tips and techniques in this book to discover your change story.

2020 can only be described as the Year of Change. Covid-19 has been like a tsunami creating an adrenalin-fuelled surge and when we reflect on it, we realise that we have embraced and demonstrated amazing resilience to cope with change. As a business we've learnt a lot: the importance of our customers, our people, our partners and of digital connectivity. That sustainability isn't just about the environment, it's about human relationships, customer relationships, a solid strategic direction and financial security.

And so it feels appropriate that Endsleigh's new strategy is about all those things. Our growth strategy is about recapturing Endsleigh's position as THE student insurer brand. It is about becoming the number one insurer for the education community. Persistency and customer loyalty lie at the core of the new strategy. It is about creating an A-Grade customer experience and delivering innovative propositions. It is about commercialising our strategic access partners. It is about re-creating a culture of enjoyment, accountability and innovation. It is about delivery.

We will achieve this by refocusing our business on our customers, our people and our partners to acquire new business from core markets and retain more customers. Endsleigh was founded by the ambition to create its own category when, in 1965, the NUS created insurance solutions for 'uninsurable' students, so it is our ambition to recapture that *Category of One* position by knowing and servicing our student and educational establishments better than anyone else.

The ambition we have will change our business and it will change us. It will take hard work, bravery, and a quantum leap of faith. But it will be worth it to recapture Endsleigh's greatness – not just surviving but thriving in a Category of One with a mission to protect students.

I am personally committed to set the business, and all of us, up to succeed by enabling us all to be a bit bolder and a bit braver in finding a 'Path to Yes'. To peel back some of what does not add value and get organised around a new Endsleigh. An Endsleigh that has clear accountability and goals, more collaborative successes and more effective processes and prioritisation to set us all up for success as we enter into this exciting new phase of growth for *Our Endsleigh*.

As with all change – personal or professional – embracing this new direction and being part of the growth of Our Endsleigh will require a leap of faith. While our strategy is designed for success, it is not designed for perfection, so we need every person to be on board and pulling in the same direction. I hope that you find the words, tools and insights from this book inspirational to identify your change story, to help you embrace change at work and in life, and to become the very best version of you.

Alison

PS: A final consideration from a couple of thought-provoking phrases I found in this book: *Every upside has a downside. Every silver lining has a cloud. Every decision comes with its own set of consequences. 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.*