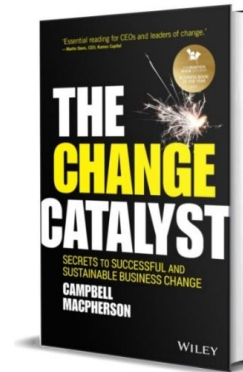


# LEADING :: CHANGE

the workshop for successful leaders

**Campbell Macpherson**  
Change & Strategy International



**Leading Change**  
2018 Business Book of the Year  
Wiley



**Embracing Personal Change**  
Published worldwide Oct 2020  
Kogan Page



## CHANGE :: STRATEGY

changeandstrategy.com

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### Change is inevitable. Successful change isn't.

Enabling CEOs and leaders  
to align their people to a clear strategy  
and lead the delivery of sustainable change.



# HELLO



Age

2020: The year of change

Why change fails

Essential ingredients to successful change

Break

Overcoming our barriers to change

Lunch

How we react to change

Helping your people to want to change

Break

Change leadership

Reflection and close

If you are not leading change,  
You are not leading anything.

You are just managing the status quo.

If your people  
aren't ready, willing and able to embrace change  
nothing will happen.

All change is personal.

We all erect our own personal barriers to change.

All change is emotional.

People only change if they want to.

As leaders, it is our job to help people to want to change.



New CEO

New SLT

New people-centric strategy

to

Recapture Endsleigh's rightful position as the student insurer.

Become the No.1 insurer for the education community.



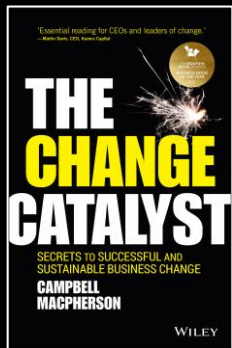
## What have we learned about business in 2020?

- We can cope with change
- Working from home – can work
- Mental health matters
- Every business is a people business
- Every business is a digital business
- Every business is a SaaS business
- Sustainability is more than a buzzword
  - Financial sustainability
  - Strategic sustainability
  - Social sustainability
  - Environmental sustainability





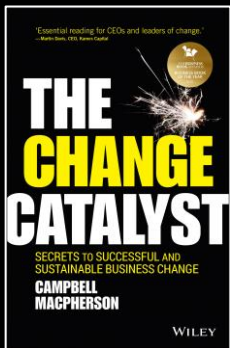
**What have you learned about leading people  
in 2020?**



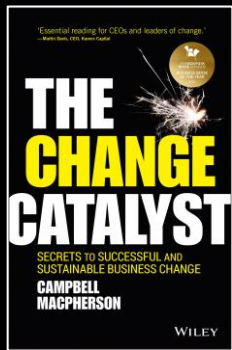
**88% of change initiatives fail**

**Why?**

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







# THE ESSENTIAL INGREDIENTS OF SUCCESSFUL CHANGE

# 1. CLARITY OF WHAT WE ARE TRYING TO ACHIEVE – AND WHY ::



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

Yogi Berra

# 1. CLARITY OF WHAT WE ARE TRYING TO ACHIEVE – AND WHY ::

## Purpose



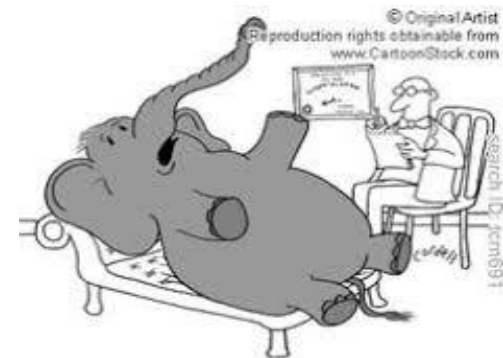
## Magic



## Sacred Cows

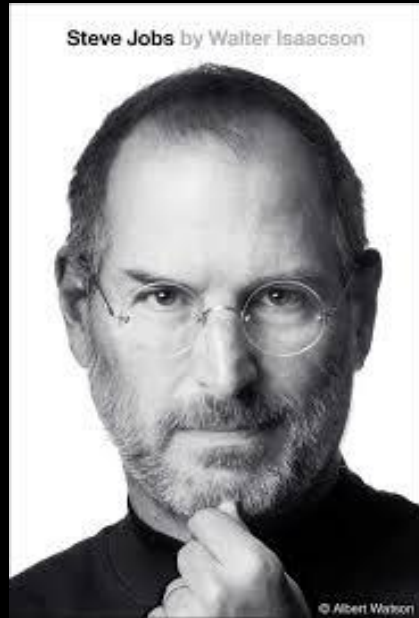


## Elephants



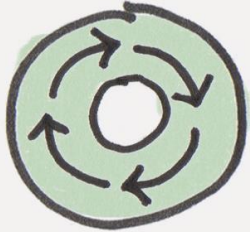
"Whenever I walk in a room, everyone ignores me."





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

Steve Jobs



VS.



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



**Initial Inertia**  
*Moving from talk to action*

**ACTION**



**Mid-Term Inertia**  
*Momentum too great*

**PAUSE**



**Complacency**  
*Success breeds failure*

**AVOID**



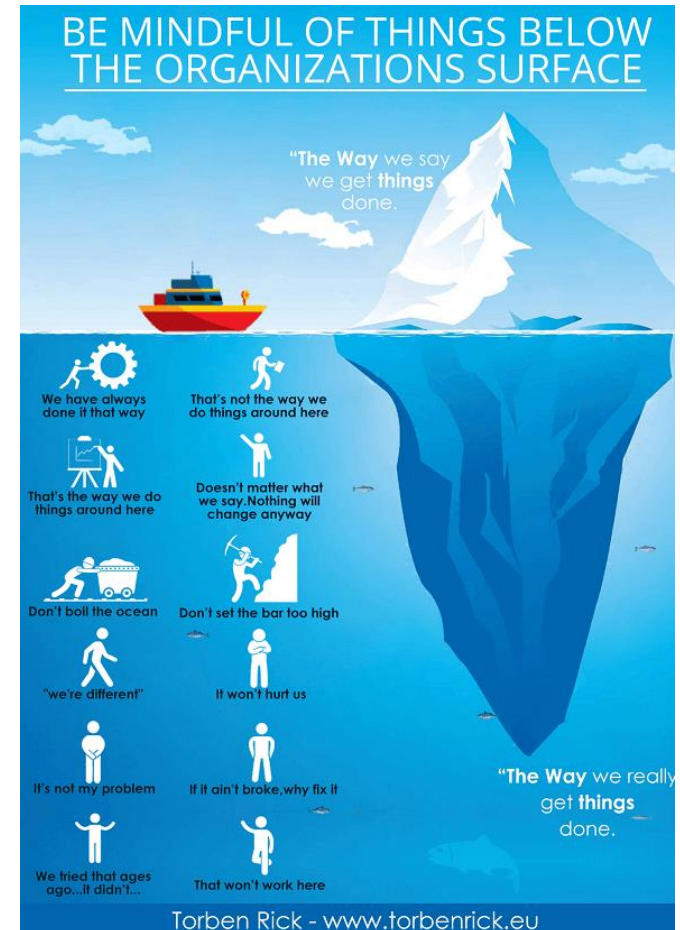
*“Success breeds complacency.  
Complacency breeds failure.  
Only the paranoid survive.”*

Andy Grove, Founder Intel

- Stay vigilant / paranoid

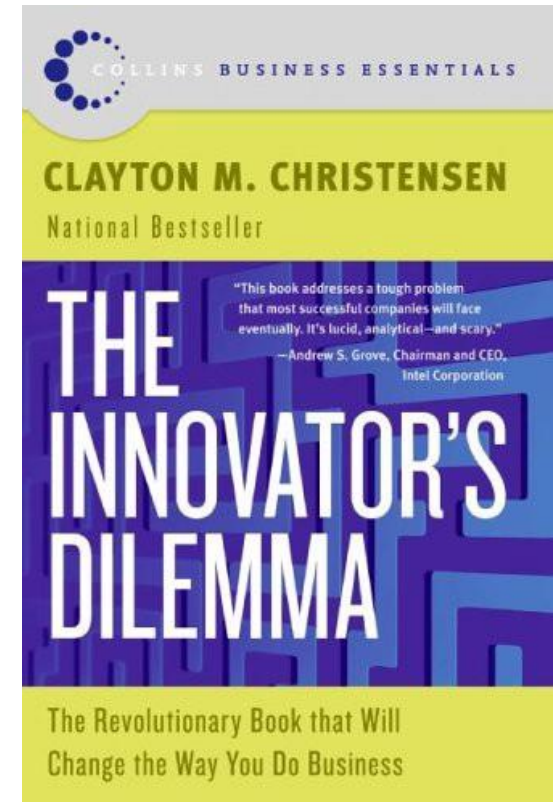


- Stay vigilant / paranoid
- Remove the “that is how it has always been done” culture



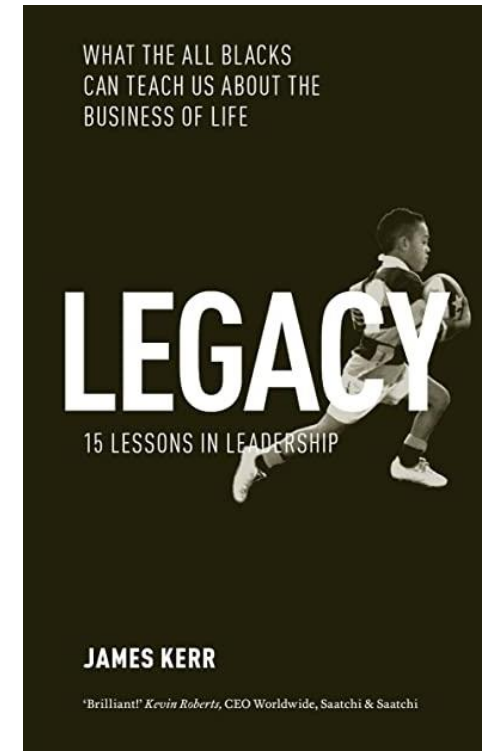


- Stay vigilant / paranoid
- Remove the “that is how it has always been done” culture
- Do it on the side





- Stay vigilant / paranoid
- Remove the “that is how it has always been done” culture
- Do it on the side
- Manufacture a crisis







**The biggest**

**COMMUNICATION PROBLEM**

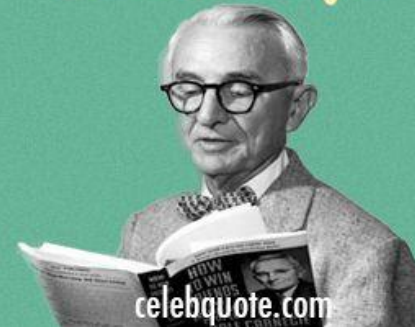
**is we do not listen  
to understand,  
we listen to reply.**

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



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

*Dale Carnegie*



Emotional commitment  
is four times more powerful than  
rational commitment.



WHAT THE BEST COMPANIES DO

'Driving Performance and Retention through Employee Engagement' (2004).  
Survey of 50,000 employees worldwide



How do you want them to feel?

What is important to them?

What gets them excited about the future?

What makes them feel good about themselves?

What motivates them?





*“The central issue is never strategy,  
structure or systems.”*

*The core of the matter is always about  
changing the behaviour of people.”*

John P. Kotter.

*Culture starts at the top.*

*“A company’s culture is how people behave when they think no-one is watching”*





Are your people ...

- Encouraged to question the status quo?
- Continually looking to improve the way things are done – and enhance the customer experience they deliver?
- Open to new ways of working?
- Encouraged to learn from failure?

Is their behaviour aligned to deliver the strategy?

Is yours?

*Culture drives everything.  
Only your people can deliver your strategy.*

## Culture Change Checklist:

1. **Clarity of new behaviours** – and why the need to change.
2. **Motivation.** Help your people to want to adopt the new behaviours.
3. **Skills.** Help your people to develop the new skills and approach they need to change.
4. **Tools.** Give your people the tools they need to maintain the change.
5. **Rewards** for adopting new behaviours and aligned incentives.
6. **Consequences.** What are the consequences of not changing?
7. **Leadership** leading by example.



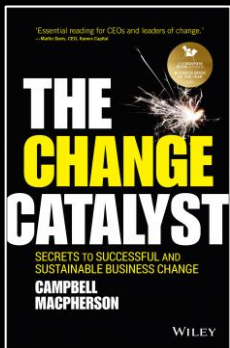


*“Sometimes I have built well, but often I have built without Researching the ground upon which I put my building.*

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

Maya Angelou





Dedicated business person

Focused on outcomes

High EQ

Genuine communicator

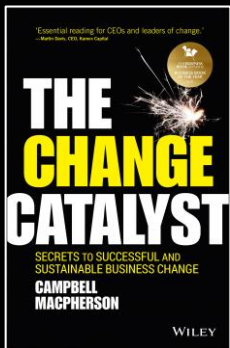
Stakeholder engagement

Listens to understand

Works with project/programme manager

The ying to a PM's yang

But we can all be catalysts for change.



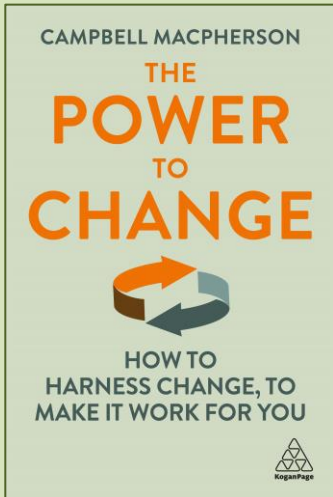
1. Complete clarity about what we are trying to achieve and why
2. Detailed understanding of the implications of the change
3. Laser-like focus on the outcomes
4. Overcoming inertia and pausing for reflection
5. Genuine engagement of people at all levels
6. Find the emotional triggers
7. Establish an enabling, change-ready culture
8. Set your people up to succeed - clear accountabilities, responsibilities and decision-making processes
9. Committed, aligned and unwavering leadership
10. A Change Catalyst to drive delivery

We humans naturally resist change



*Sorry* NO  
CHANGE





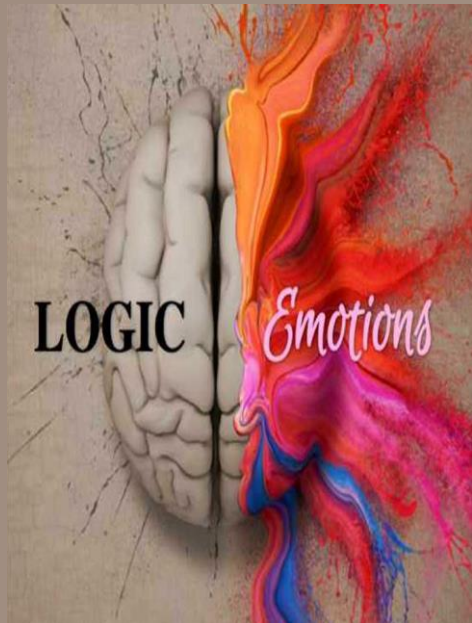
## OVERCOMING OUR BARRIERS TO CHANGE

## WHY DO YOU THINK PEOPLE RESIST CHANGE?



*Sorry* NO  
CHANGE





Denial

Our emotions

Our fears

Tribalism

Our identity and status

Our doubts

Our negative thoughts



Emotions are OK – all change is emotional

But they are not you

Find your emotional triggers

Change your attitude

*“If you don’t like something, change it.  
If you can’t change it,  
change your attitude.”*

Maya Angelou

## False Evidence Appearing Real

Fear of failure

Fear of the unknown

Fear of blame



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

Dr Saul Levine

Professor Emeritus in Psychiatry , University of California

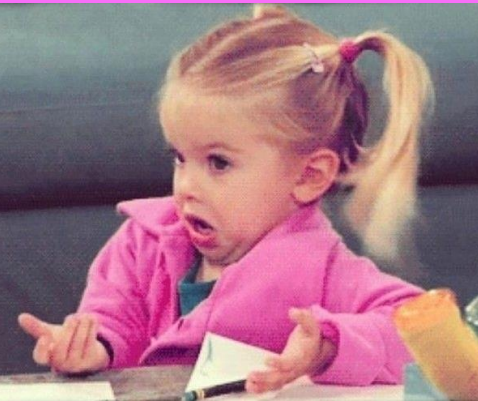


*“They’re just not buyin’ what I am sellin’!”*

US CEO Client

As leaders, we must encourage our people  
to voice their concerns  
to air their doubts  
to challenge the strategy  
constructively.

Otherwise, they will not be fully engaged or  
committed to the plan.

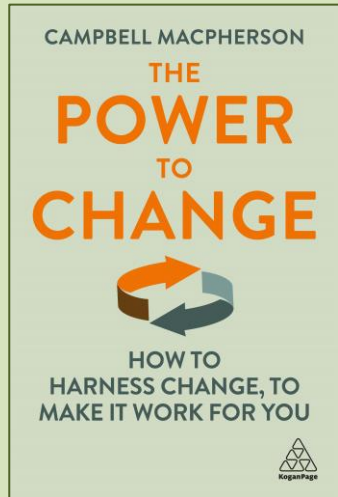


“We are, each of us, a product of the stories we tell ourselves.”



**S.T.O.P**

Stop. Take a breath, Observe. Proceed.

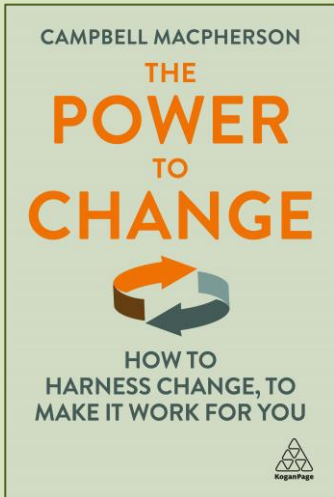


**The barriers:**

- Denial
- Our emotions
- Fear of failure
- Fear of the unknown
- Fear of blame
- Tribalism
- Our doubts
- Our negative thoughts

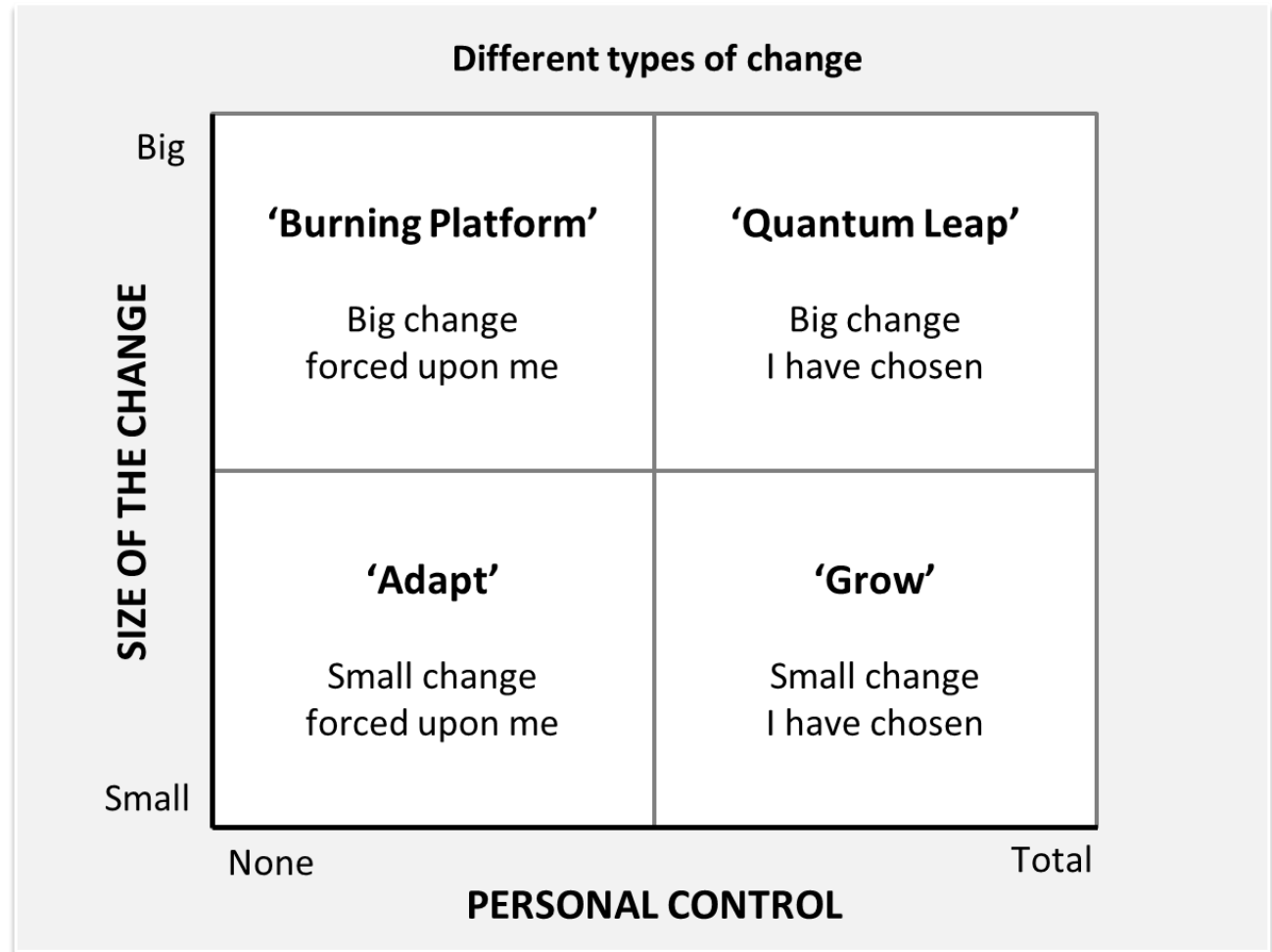
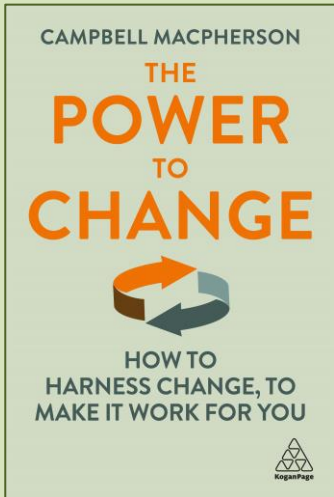
**Overcoming them:**

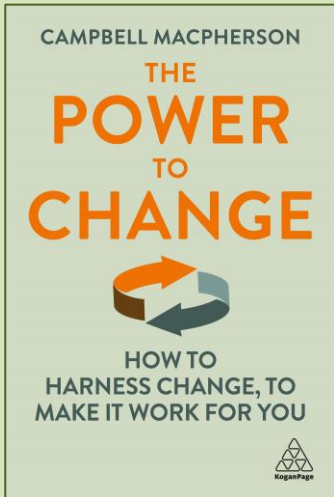
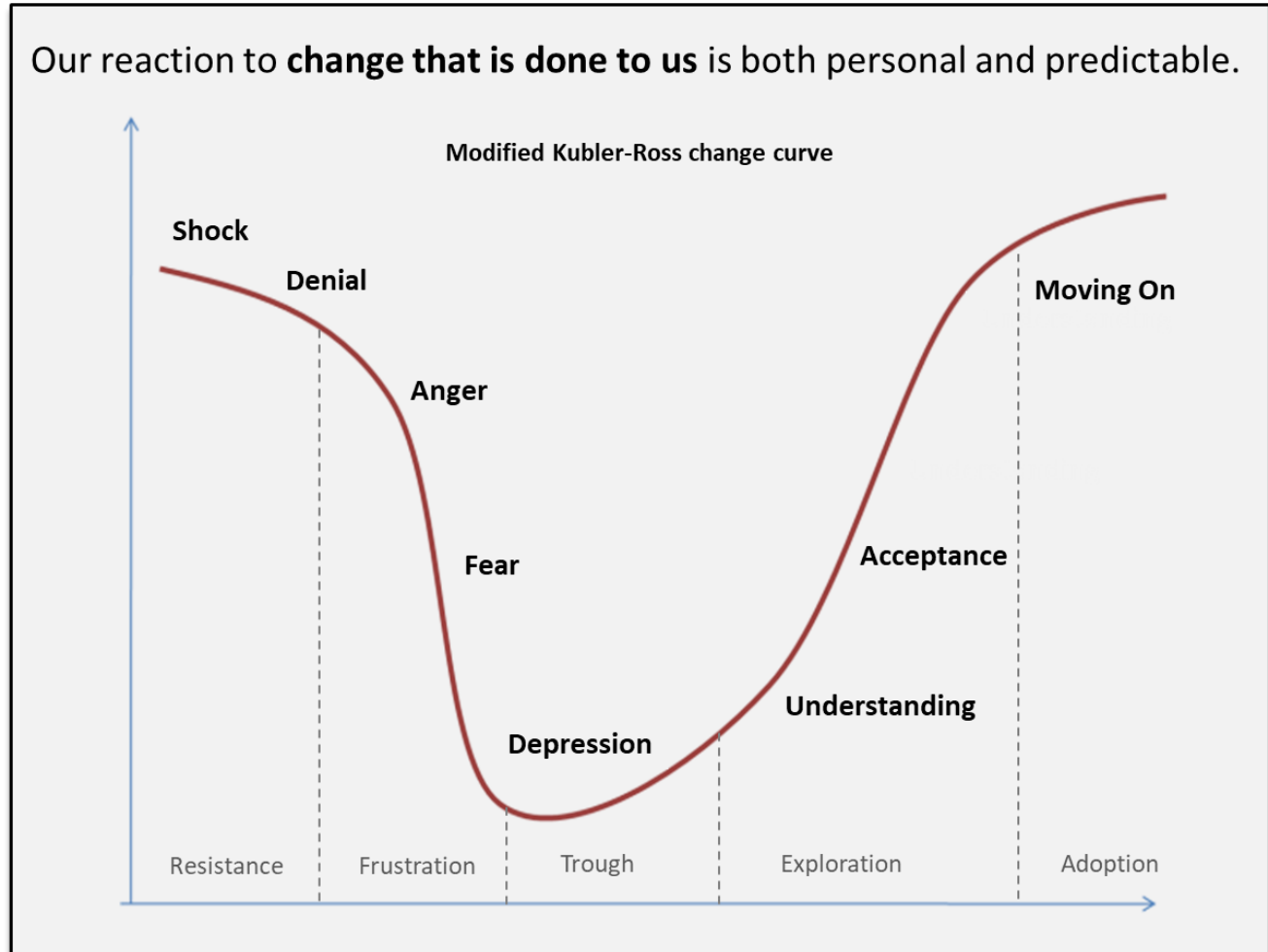
- Admit it
- See them for what they are
- Put into perspective
- Make the unknown familiar
- Be part of the solution
- Tear down walls / find good tribes
- Challenge then accept
- Detach yourself from them

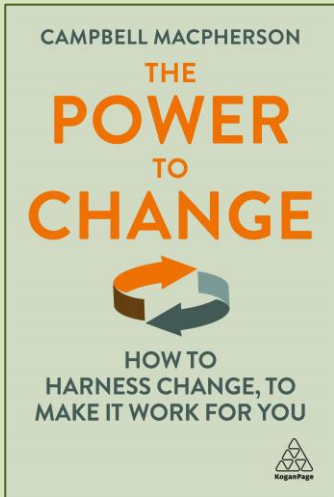


## HOW WE REACT TO CHANGE



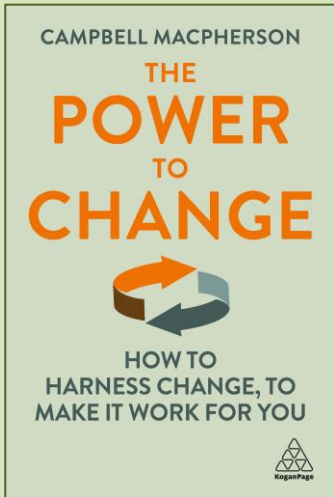




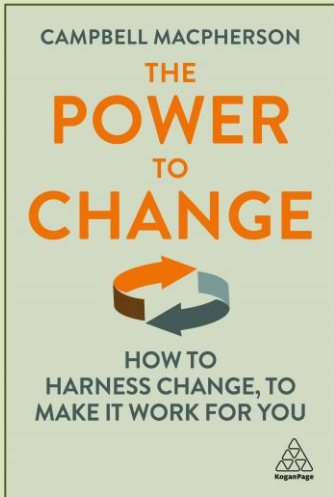


*“If it's never our fault, we can't take responsibility for it. If we can't take responsibility for it, we'll always be its victim.”*

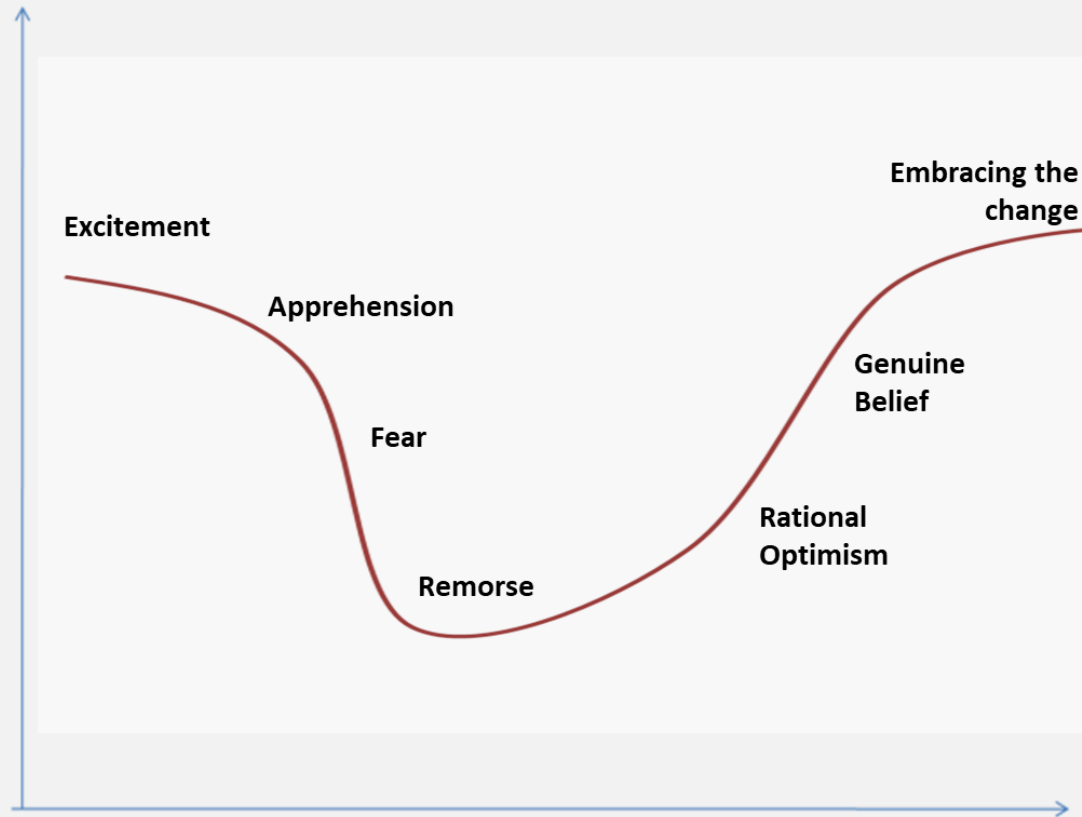
Richard Bach



## Burning Platform Change Curve Exercise

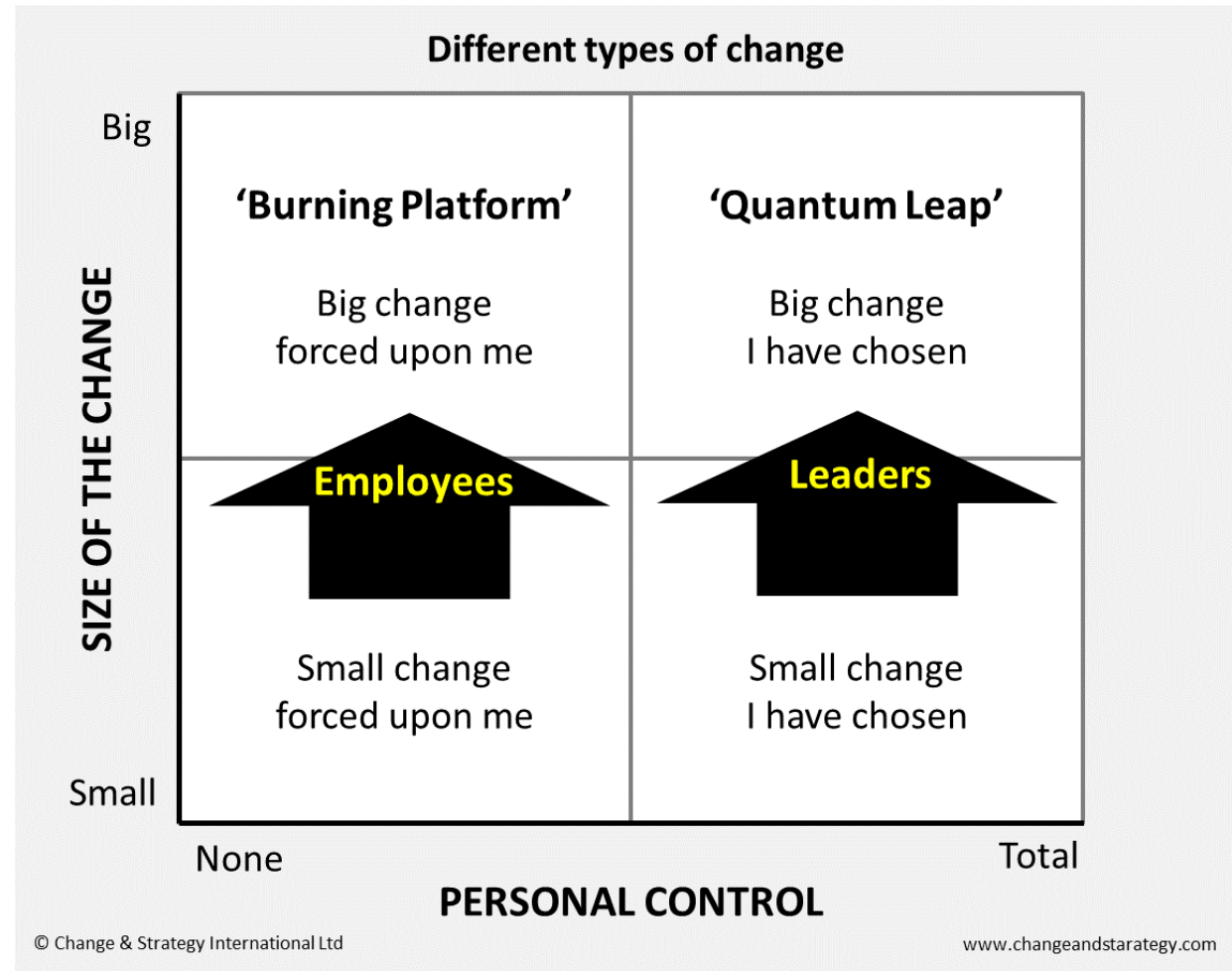
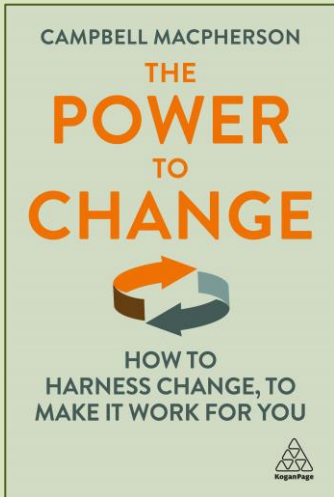


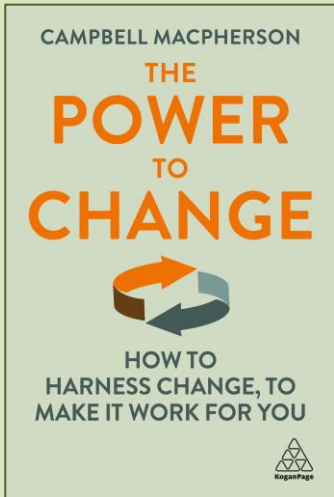
Our reaction to **change we instigate** follows a similar pattern ...



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[www.changeandstrategy.com](http://www.changeandstrategy.com)

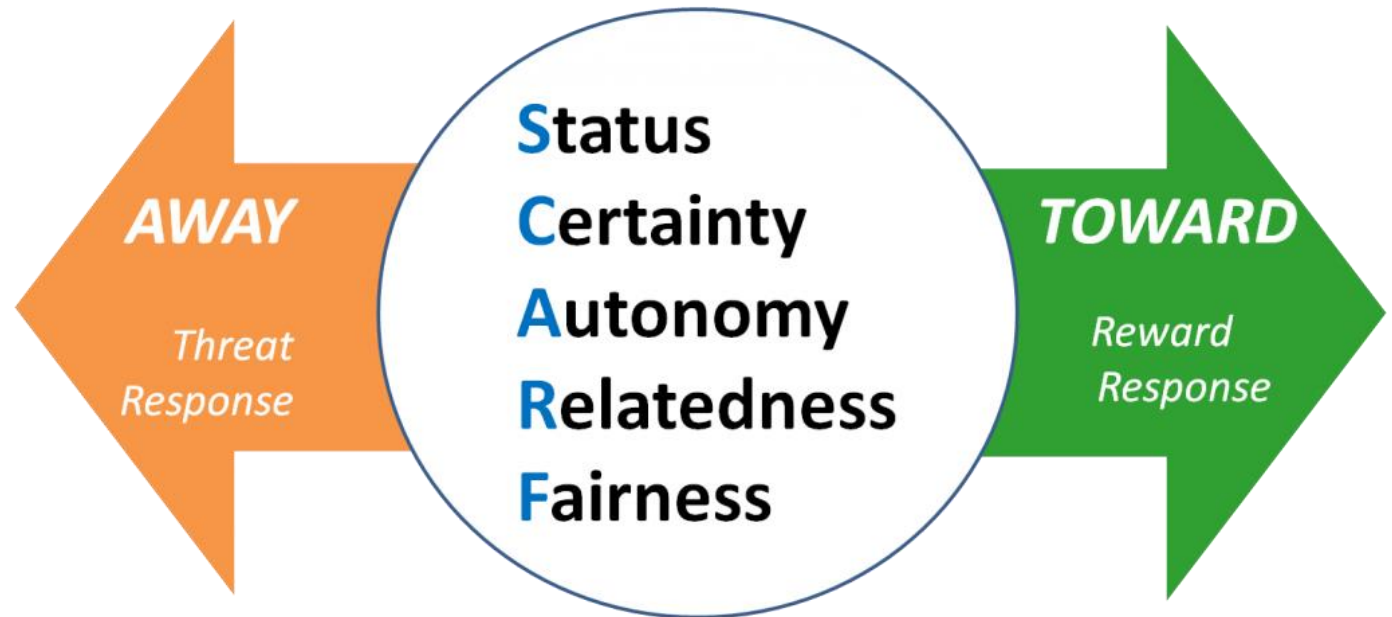




## HELPING YOUR PEOPLE TO WANT TO CHANGE



© David Rock  
Neuroscientist



+  
**Purpose & Values**





© David Rock  
Neuroscientist

	<b>The fear illustrated</b>	<b>Leadership actions</b>
<b>Status</b>	Why have I not been consulted on such an important change? Will I lose my influence, seniority, office, high-paying job, job title?	
<b>Certainty</b>	What exactly does this mean for me and my team. What are the implications?	
<b>Autonomy</b>	This change is being done to me. Will I lose an amount of control over what or how I do my job?	
<b>Relatedness</b>	If I lose my job or even get promoted, I lose my friends at work.	
<b>Fairness</b>	Why is that group being treated differently from us / another group?	



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	<b>The fear illustrated</b>	<b>Leadership actions</b>
<b>Status</b>	Why have I not been consulted on such an important change? Will I lose my influence, seniority, office, high-paying job, job title?	<ul style="list-style-type: none"> <li>• Look for potential issues of status</li> <li>• Engage and listen</li> <li>• Seek their advice / assistance if possible</li> <li>• Use them as mentors</li> </ul>
<b>Certainty</b>	What exactly does this mean for me and my team. What are the implications?	
<b>Autonomy</b>	This change is being done to me. Will I lose an amount of control over what or how I do my job?	
<b>Relatedness</b>	If I lose my job or even get promoted, I lose my friends at work.	
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<b>Certainty</b>	What exactly does this mean for me and my team. What are the implications?	<ul style="list-style-type: none"> <li>• Refocus people on what is certain</li> <li>• Be open about what is uncertain</li> <li>• Set goals and expectations and stick to them</li> <li>• Communicate often and transparently</li> </ul>
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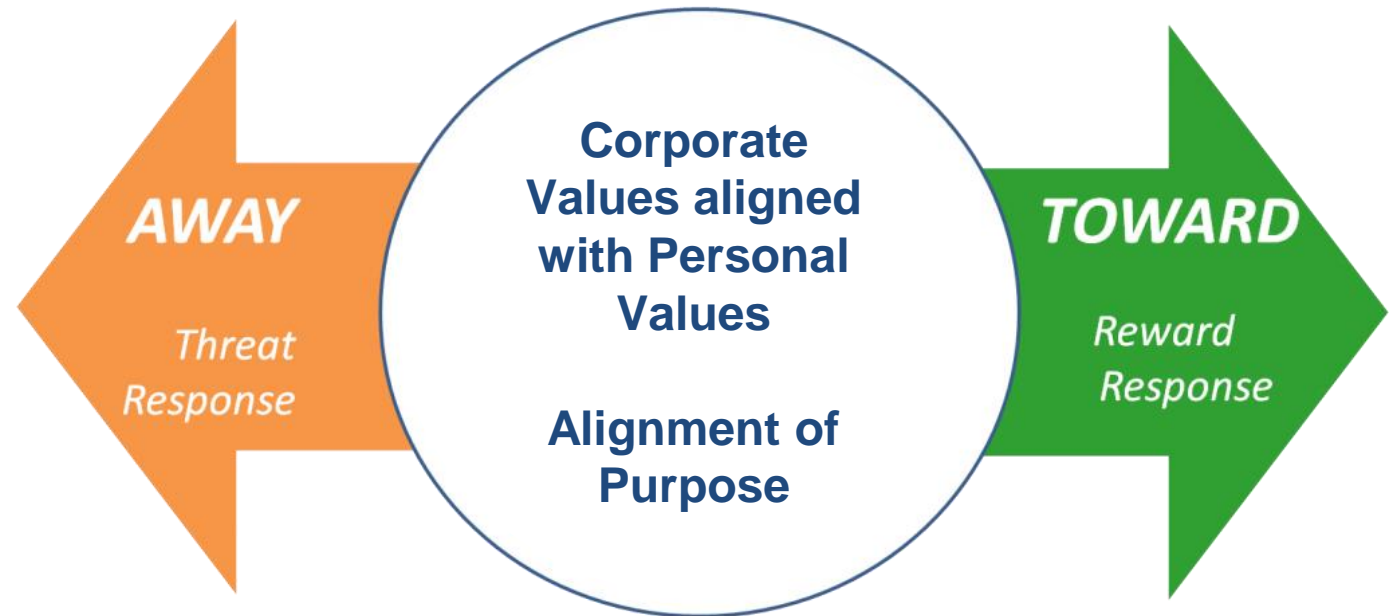
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<b>Relatedness</b>	If I lose my job or even get promoted, I lose my friends at work.	<ul style="list-style-type: none"> <li>• Be aware this is a genuine issue</li> <li>• Assist with the transition</li> <li>• Help form new relationships</li> <li>• Listen, coach, mentor</li> </ul>
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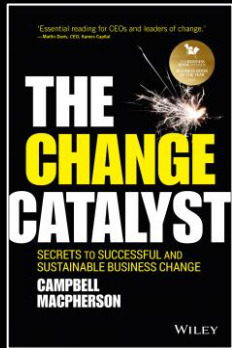
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<b>Certainty</b>	What exactly does this mean for me and my team. What are the implications?	<ul style="list-style-type: none"> <li>• Refocus people on what is certain</li> <li>• Be open about what is uncertain</li> <li>• Set goals and expectations and stick to them</li> <li>• Communicate often and transparently</li> </ul>
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<b>Fairness</b>	Why is that group being treated differently from us / another group?	<ul style="list-style-type: none"> <li>• Consider this ahead of the change</li> <li>• Appreciate fair may not mean equal – and not everything is fair</li> <li>• Permit people to have their say</li> <li>• Don't shy away from behavioural issues</li> </ul>

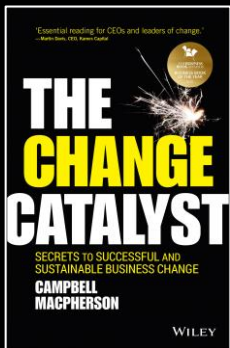






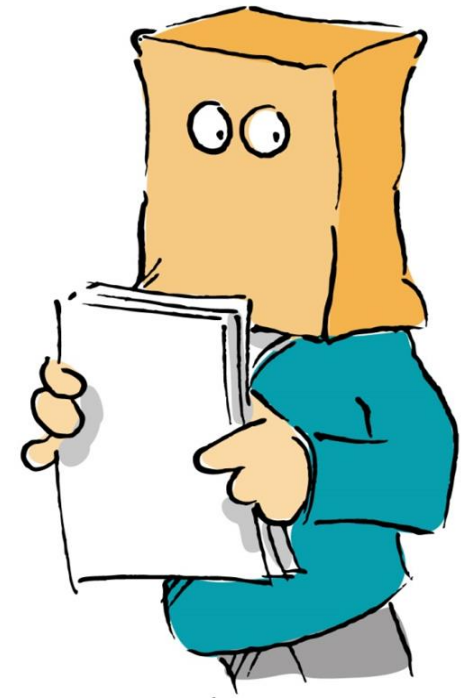


# CHANGE LEADERSHIP



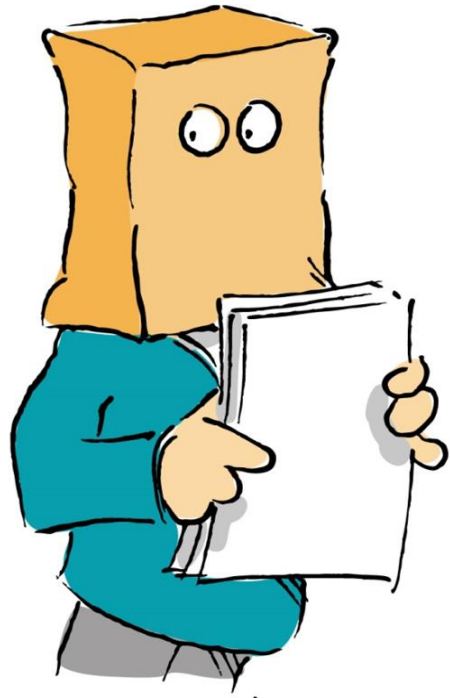
*“And it ought to be remembered that there is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things.”*

Niccolo Machiavelli



**HOW DOES A  
POOR LEADER  
MAKE YOU FEEL?**

## WHAT ARE THE TRAITS OF A GREAT LEADER?

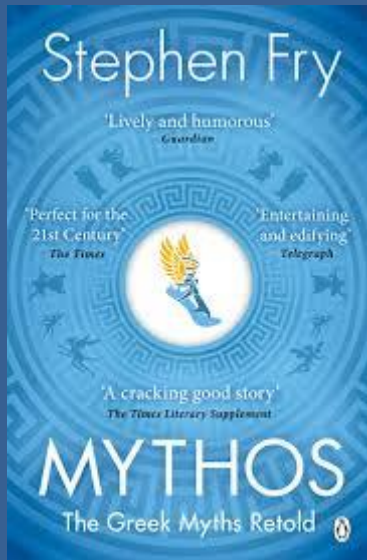


***A GREAT LEADER IS ...***

**?**

## Metis taught a young Zeus how to be a great leader . . .

- How to look into the hearts and judge the intentions of others
- How to imagine and how to reason
- How to find the strength to let passions cool before acting
- How to make a plan and how to know when a plan needed to be changed or abandoned
- How to let the head rule the heart
- And the heart win the affection of others





## Great Leaders:

1. Like people
2. Like themselves
3. Are empathetic
4. Build extraordinary leadership teams
5. Create more leaders
6. Enable their people to shine
7. Embrace stewardship – they strive to leave the business in a better state than they found it.
8. Combine humility with confidence
9. Change their minds when a better solution arises or facts change
10. Share the credit and take the blame
11. Are authentic / genuine
12. Deliver results - via a clear strategy and aligned people



2020: The year of change

Why change fails

Essential ingredients to successful change

Break

Overcoming our barriers to change

Lunch

How we react to change

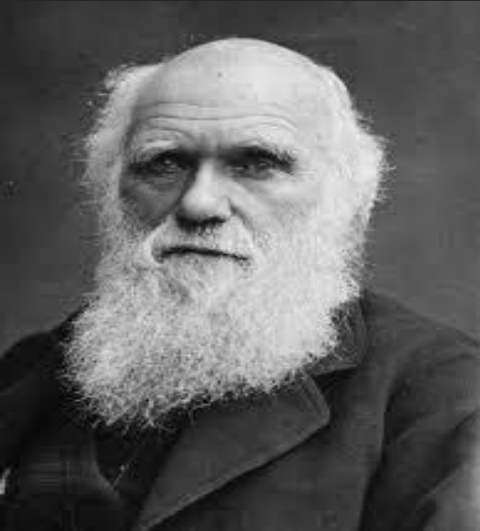
Helping your people to want to change

Break

Change leadership

Reflection and close





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

Charles Darwin