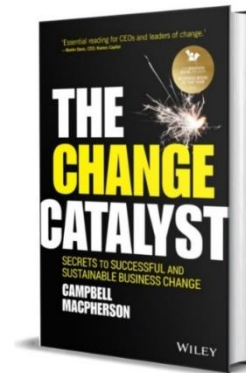


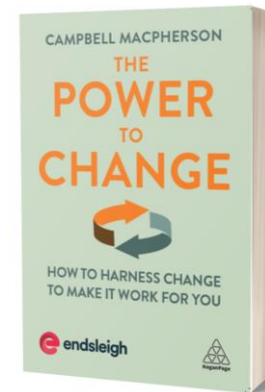
# EMBRACING :: CHANGE

the workshop for everyone

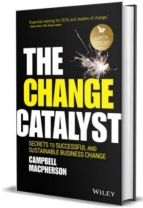
**Campbell Macpherson**  
Change & Strategy International



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

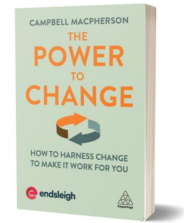


**Embracing Personal Change**  
Published worldwide Oct 2020  
Kogan Page



## CHANGE :: STRATEGY

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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.



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



Age

Key themes for today

2020: The year of change

Change at Endsleigh

Key messages from the Leading Change workshops

Your change story

Break

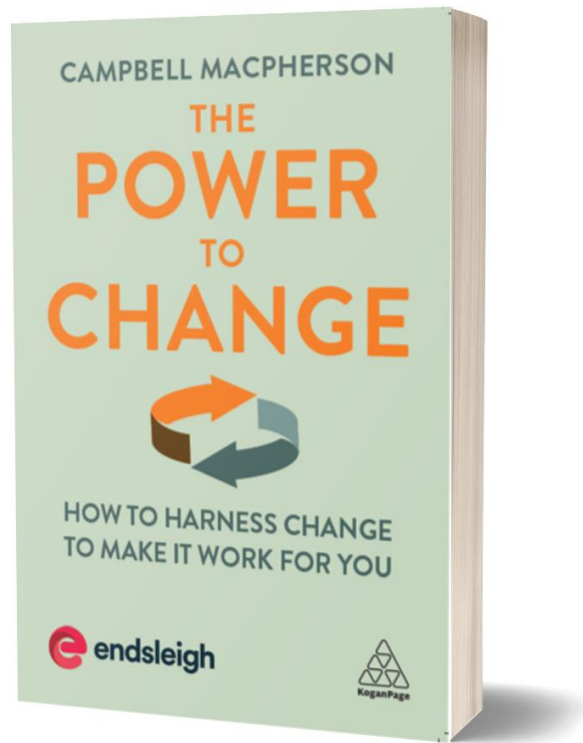
How we react to change

Overcoming our barriers to change

Resilience

Be your own change catalyst

Reflections and take-aways



*'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.*

Change is inevitable.

All change is personal.

We all erect our own personal barriers to change.

All change is emotional - and emotions are normal

We only change if we want to.

We can be our own change catalyst.



**What have you learned (and continue to learn!)  
about your/our ability to cope with change  
in 2020?**



## What have we learned about business in 2020?

- We can cope with change – if we have a strong emotional reason for doing so
- 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 / Social / Environmental / Strategic





*“Our growth strategy is about recapturing Endsleigh’s position as THE student insurer brand.*

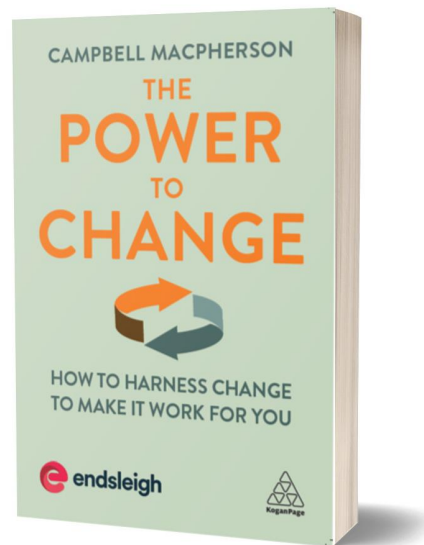
*It is about becoming the number one insurer for the education community.*

*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.”*



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**Our change.  
Our endsleigh.**

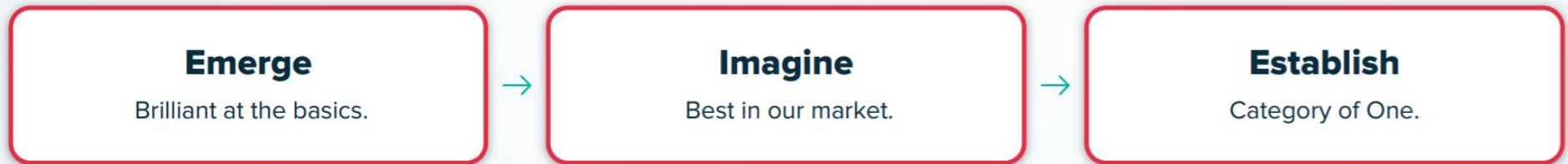
**Reclaiming the fame  
as the number one  
student insurance specialists.**



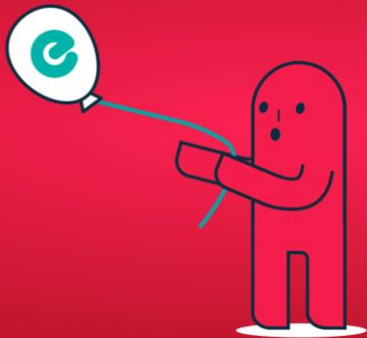
## #StudentSavvy



## Achieving **Category of One** status through a three phased approach.



**Emerge**



**Imagine**



**Establish**



## Together we will make this happen.

### **Engaging brand position**

The #1 insurance provider for the entire education community.

### **'A Grade' customer experience**

Knowing what students want and giving it to them.

### **Inspiring people**

Helping our people be brilliant.

### **Leading data and technology**

It's in our DNA.

### **Winning propositions**

Doing things others aren't (or haven't thought of).

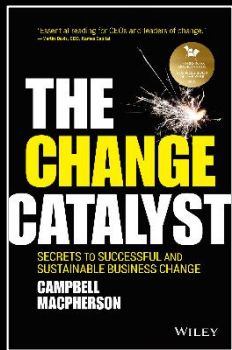
### **True partnerships**

Partnering with experts.

**We are  
endsleigh!**

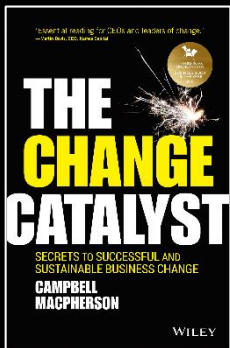


*Your thoughts...*



# LEADING :: CHANGE

the workshop for successful leaders



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



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

Yogi Berra

## Purpose



## Magic



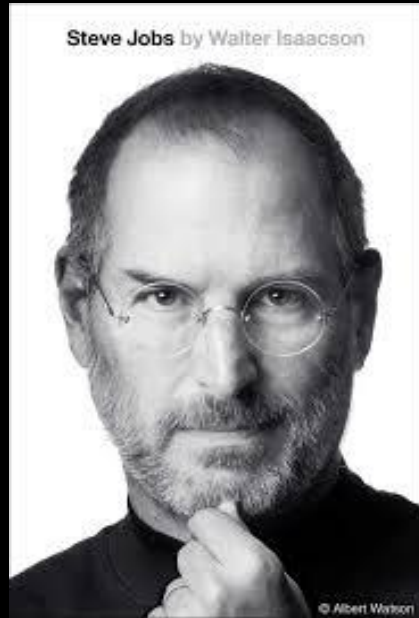
## Sacred Cows



## Elephants



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



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

Steve Jobs



**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

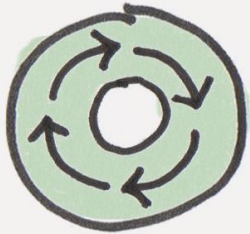


WHEN DEALING WITH PEOPLE  
REMEMBER YOU ARE  
NOT DEALING WITH  
CREATURES OF LOGIC, BUT  
CREATURES OF EMOTION

*Dale Carnegie*







VS.



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



## Mid-Term Inertia

*Momentum too great*

**PAUSE**



*“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.

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?



We humans naturally resist change



*Sorry* NO  
CHANGE

Q&A



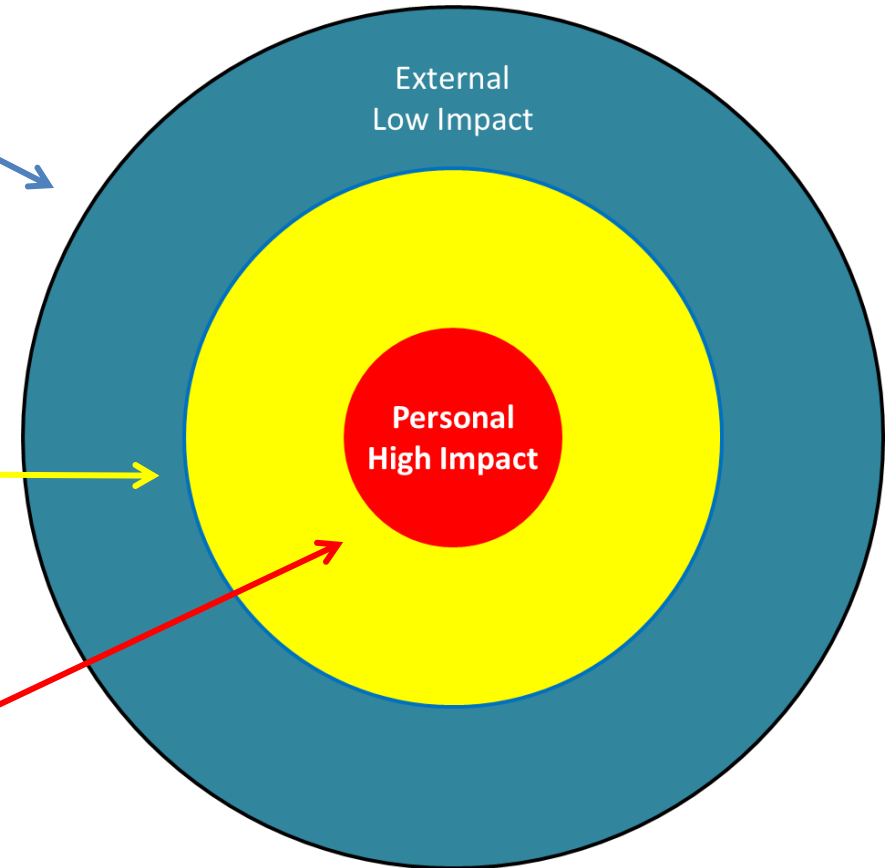
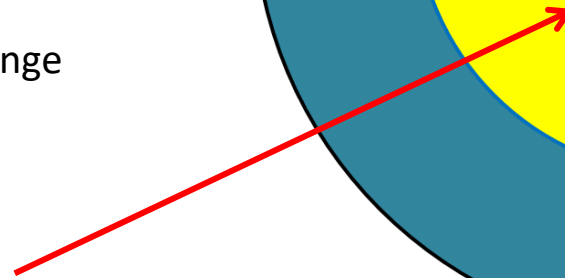
Adopting new technology  
Normal political change  
New HR processes ...



Moving house  
New school  
Starting new job  
Current political change

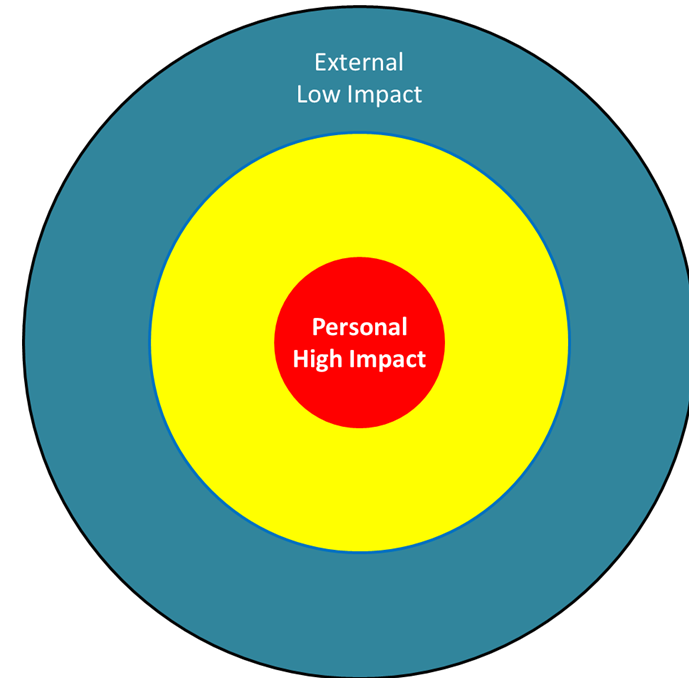


Having a baby  
Getting divorced  
Redundancy  
Death of loved one



Choose a level of change to share

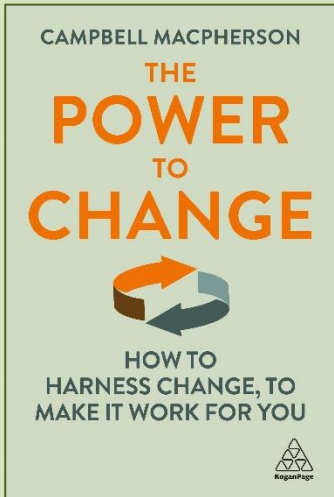
1. How did the change make you feel?
2. What were the challenges?
3. How did you overcome them?



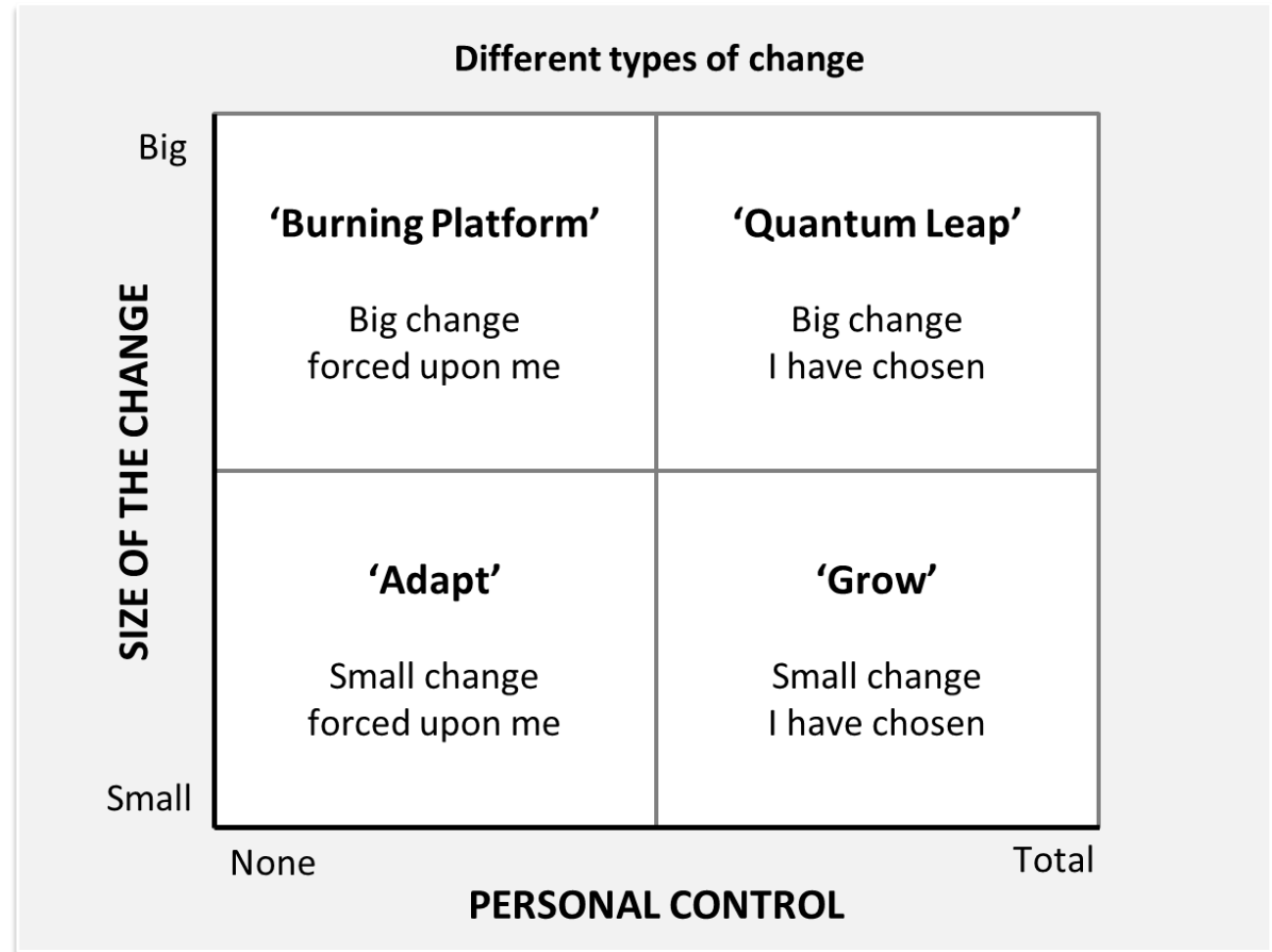
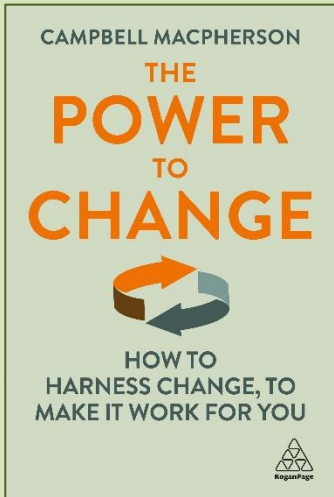
**Zoom breakout rooms**



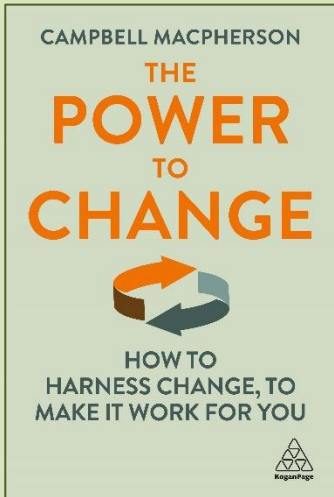
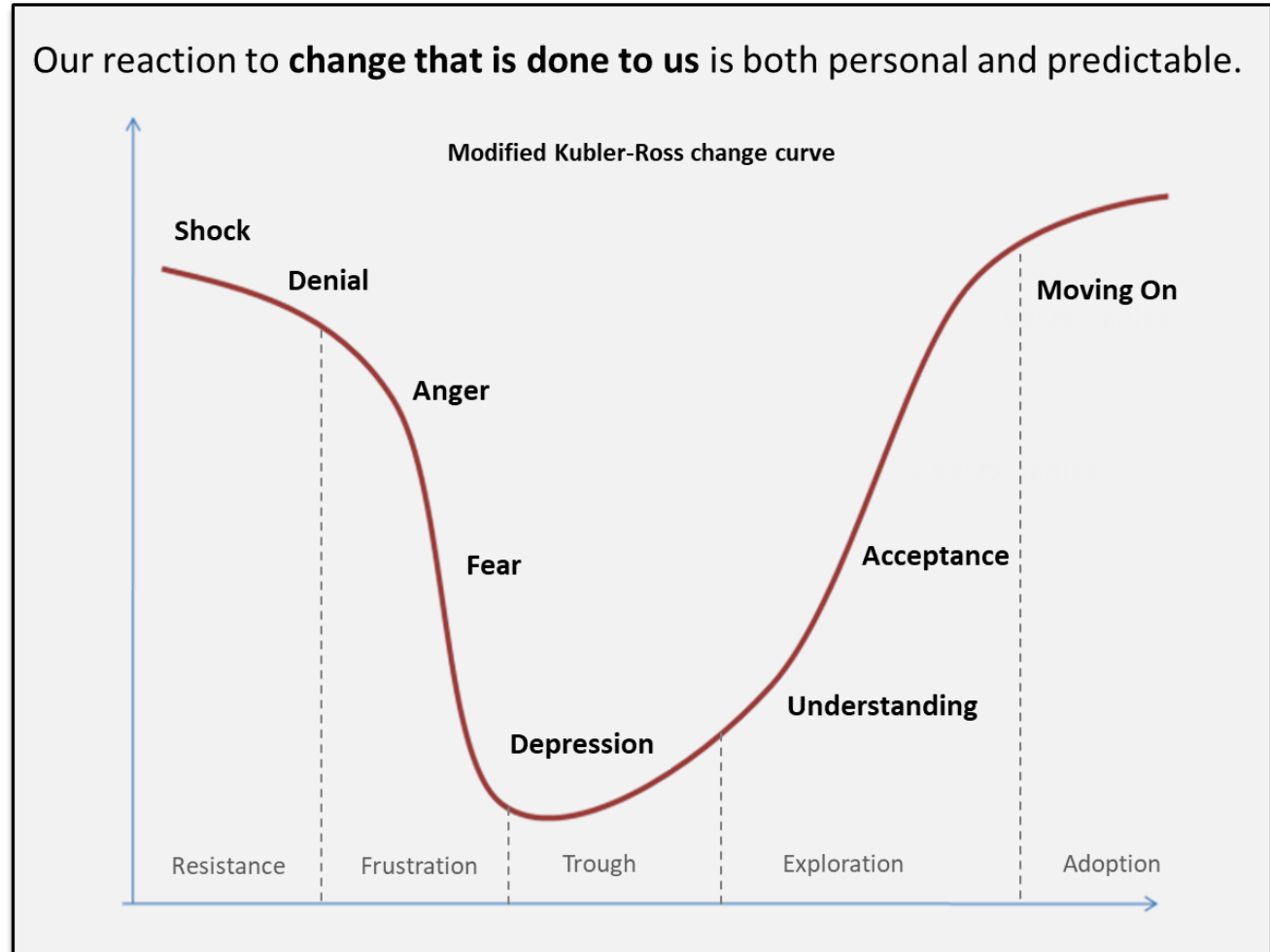




## HOW WE REACT TO CHANGE

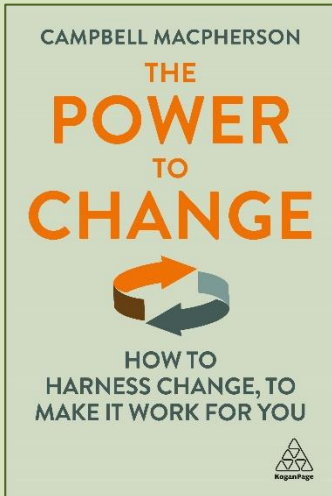


Our reaction to **change that is done to us** is both personal and predictable.



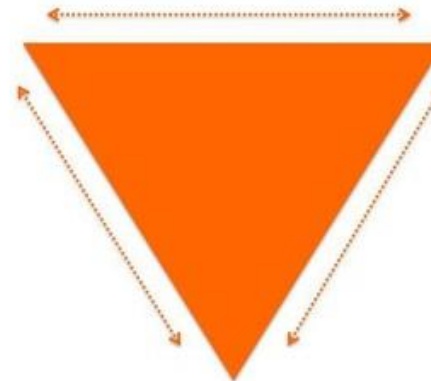
*“If it's never our fault, we can't take responsibility for it. If we can't take responsibility for it, we'll always be its victim.”*

Richard Bach



## The Victim Triangle

**RESCUER**  
'saves' people  
he sees as  
vulnerable.  
Works hard,  
offers "help"  
unasked for.



**PERSECUTOR**  
unaware of his  
own power and  
therefore  
discounting it.  
Power used is  
negative and often  
destructive.

**VICTIM**  
overwhelmed by  
own vulnerability,  
doesn't take  
responsibility for  
own situation

'The Drama Triangle'. Karpman 1968.

## Breakout Question:

How do we help people who are in the:

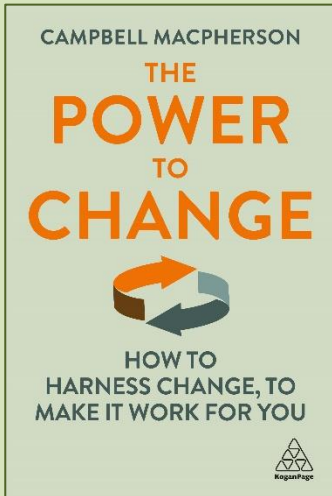
Resistance Phase

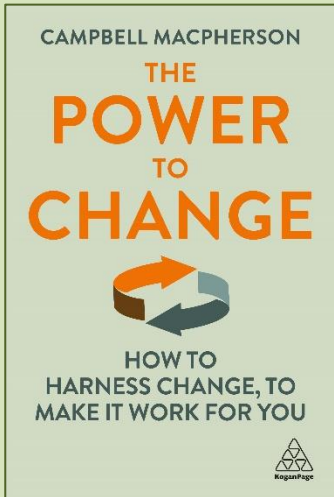
Frustration Phase

The Trough

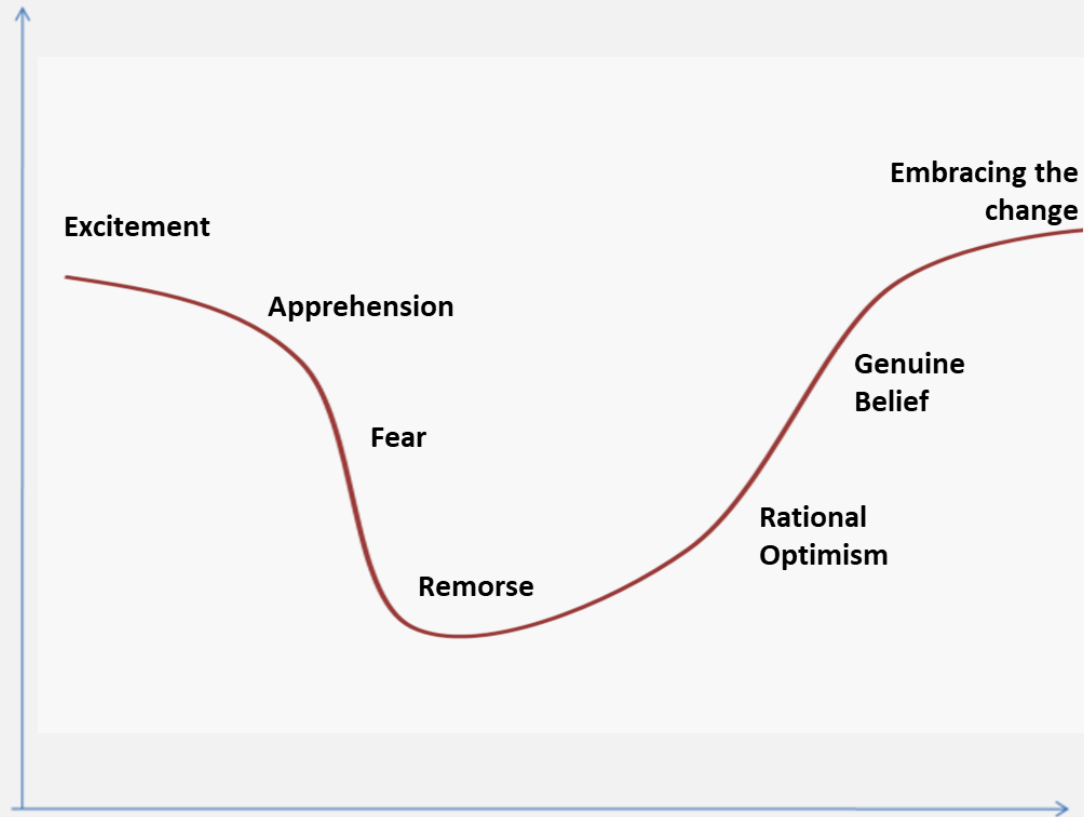
Exploration Phase

Zoom breakout rooms



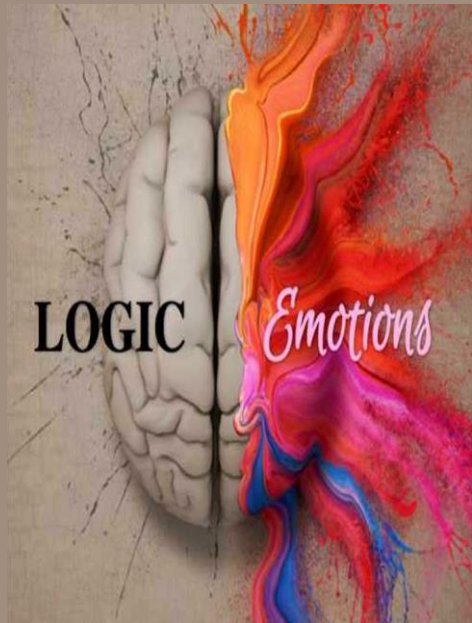


Our reaction to **change we instigate** follows a similar pattern ...



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Denial

Our emotions

Our fears

Tribalism

Our identity and status

Our doubts

Our negative thoughts

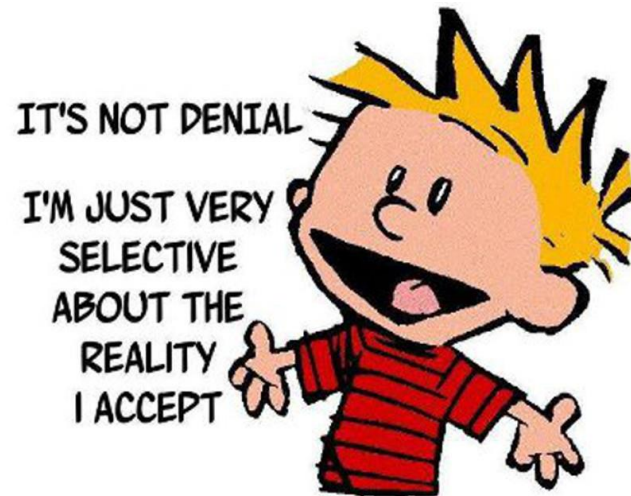


*“Denial helps us to pace our feelings of grief.*

*There is a grace in denial.*

*It is nature's way of letting in only as much as we can handle.”*

Elisabeth Kubler-Ross





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



*“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.”*

Reinhold Niebuh (1892–1971)



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



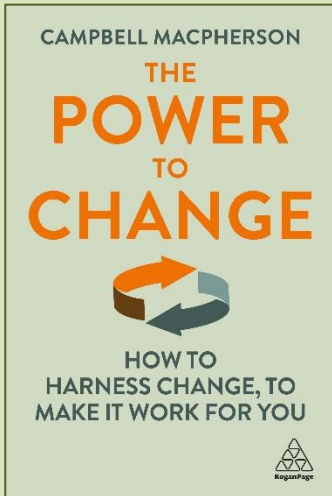
**S.T.O.P**

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:



## The barriers:

Denial

Our emotions

Fear of failure

Fear of the unknown

Fear of blame

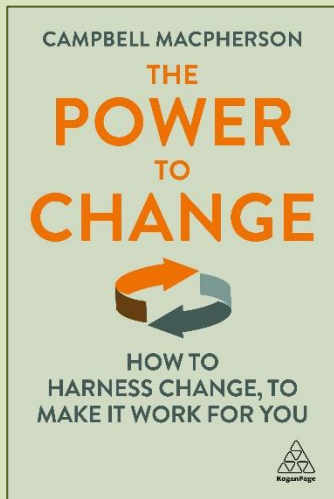
Tribalism

Our doubts

Our negative thoughts

## Overcoming them:

Admit it





## The barriers:

Denial

Our emotions

Fear of failure

Fear of the unknown

Fear of blame

Tribalism

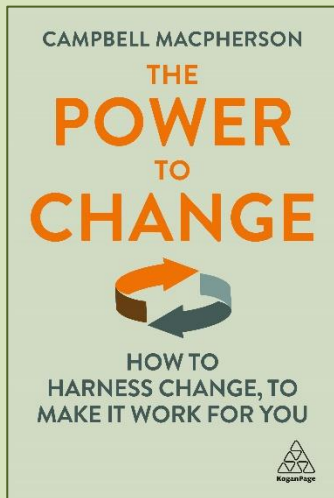
Our doubts

Our negative thoughts

## Overcoming them:

Admit it

See them for what they are



## The barriers:

Denial

Our emotions

Fear of failure

Fear of the unknown

Fear of blame

Tribalism

Our doubts

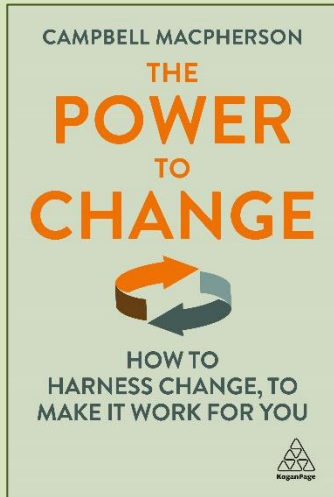
Our negative thoughts

## Overcoming them:

Admit it

See them for what they are

Put into perspective



## The barriers:

Denial

Our emotions

Fear of failure

Fear of the unknown

Fear of blame

Tribalism

Our doubts

Our negative thoughts

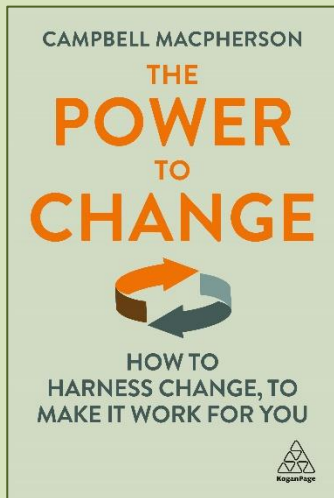
## Overcoming them:

Admit it

See them for what they are

Put into perspective

Make the unknown familiar



## The barriers:

Denial

Our emotions

Fear of failure

Fear of the unknown

Fear of blame

Tribalism

Our doubts

Our negative thoughts

## Overcoming them:

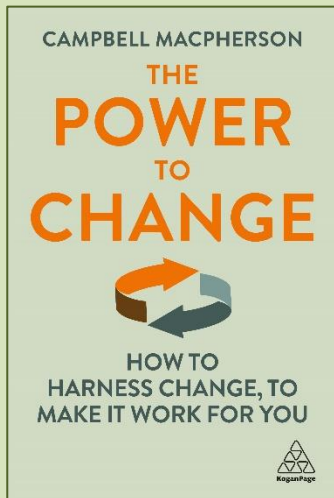
Admit it

See them for what they are

Put into perspective

Make the unknown familiar

Be part of the solution

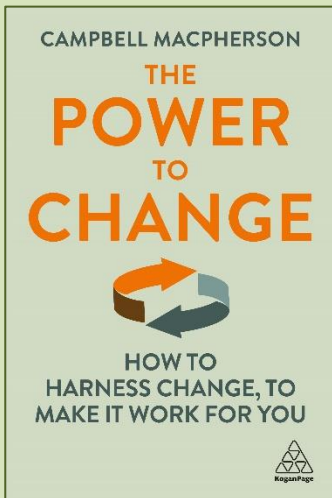


## The barriers:

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

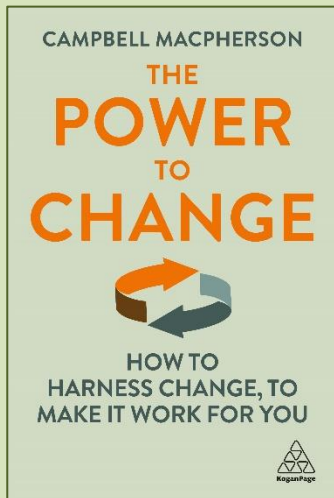


## The barriers:

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

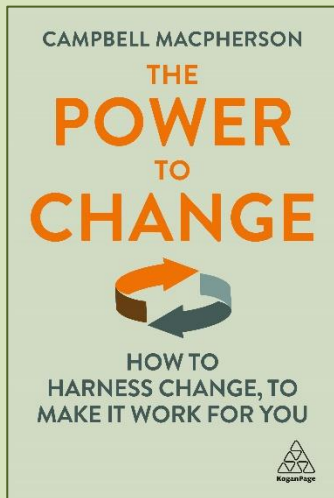


## The barriers:

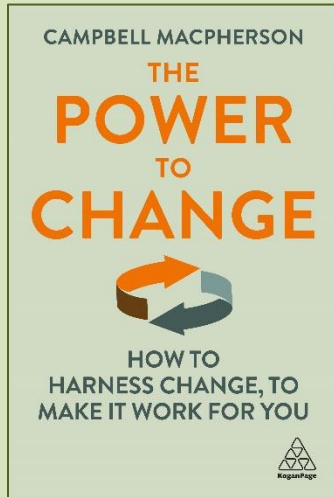
Denial  
Our emotions  
Fear of failure  
Fear of the unknown  
Fear of blame  
Tribalism  
Our doubts  
Our negative thoughts

## Overcoming them:

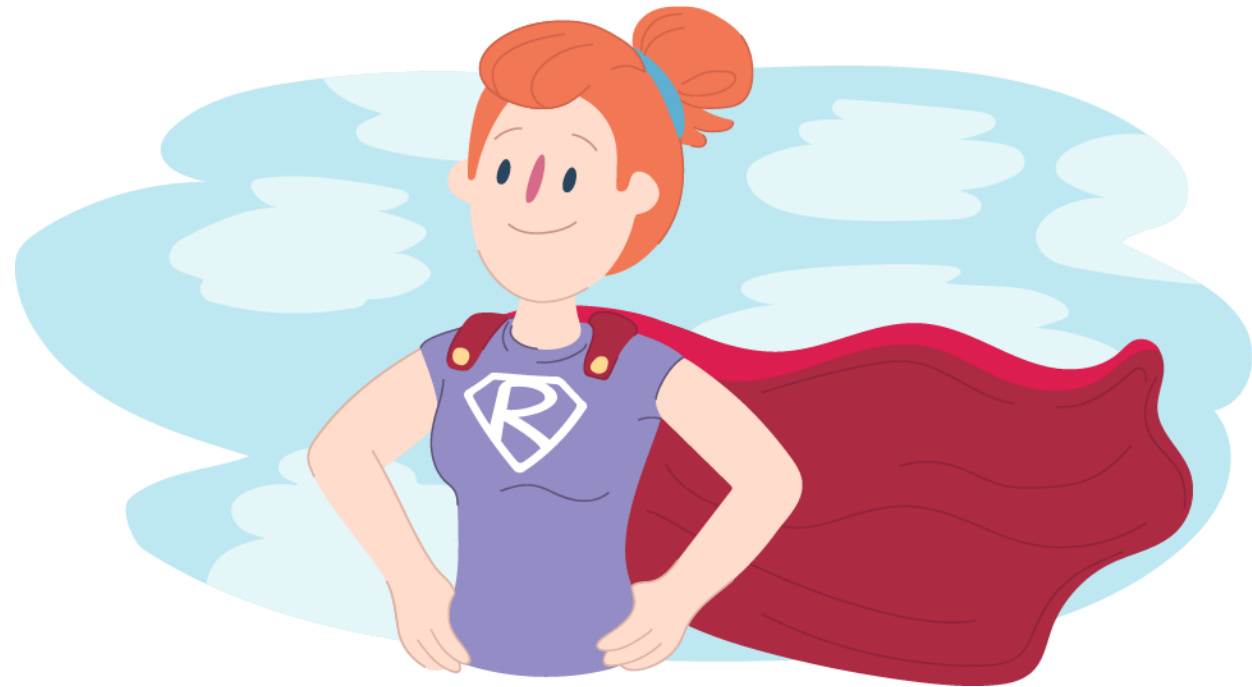
Admit it  
See them for what they are  
Put into perspective  
Make the unknown familiar  
Be part of the solution  
Tear down walls / find good tribes  
Challenge then accept  
Detach yourself from them



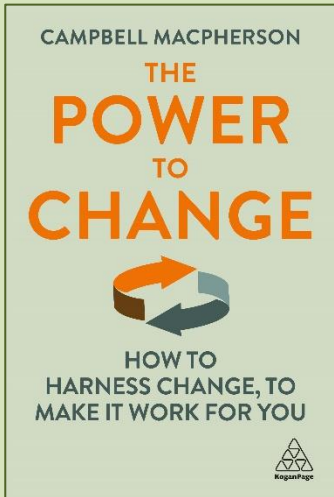
What does 'Resilience' mean to you?



Chapter 23

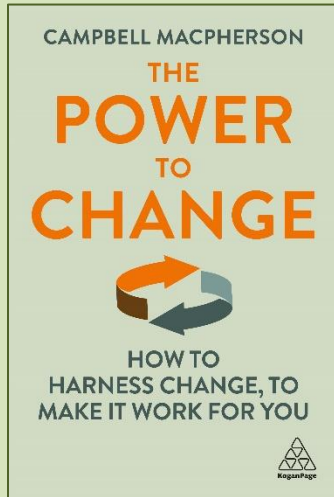






*“Do not judge me by my success.  
Judge me by how many times I fell down  
and got back up again.”*

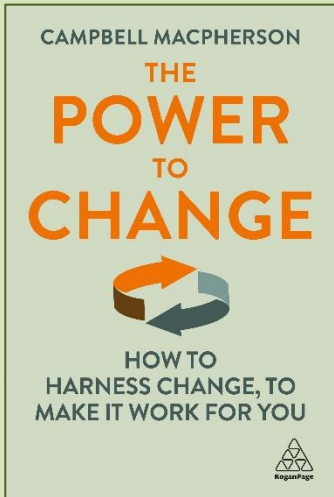
Nelson Mandela



## Chapter 23

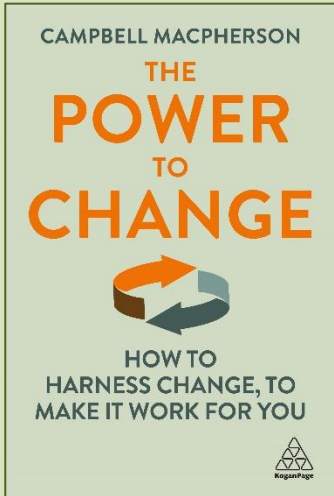
Courtesy  
of the  
APA and  
Mayo Clinic


1. Remain hopeful.
2. Make connections.
3. Choose how you react.
4. Accept that change is a part of life.
5. Keep things in perspective.
6. Forward momentum in small steps.
7. Take decisive actions.
8. Make every day meaningful.
9. Learn from experience.
10. Look for opportunities for self-discovery.
11. Nurture a positive view of yourself.
12. Take care of yourself.
13. Be proactive.



*“Knowing yourself  
is the beginning of all wisdom.”*

Aristotle





**My personal change plan**

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

Taking a leaf out of the world of business strategy, let's do a little personal 'strategic planning'. A successful strategy always starts with analysis - in this case, a bit of self-reflection; an objective stock-take and analysis of how things currently stand right now. You will need to ask yourself a range of questions and your answers will need to be brutally honest.

**CONTEXT**

**Q1. 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 can be learned from it?

**Q2. 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 the change is necessary. 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.

**3. 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.

Page 1

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## Welcome to the Endsleigh change portal

Articles, chapters and videos for you to use whenever and as often as you wish – to refresh the learnings from the Embracing Change & Leading Change workshops.



## Embracing Change

### Articles & PDFs

[Foreword to The Power to Change by Alison Meckiffe](#)

[Embracing Change Slides](#)

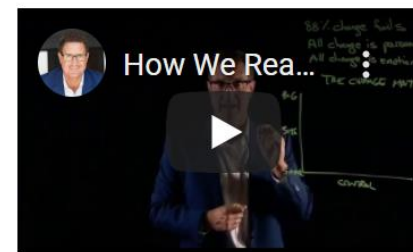
[My Personal Change Plan](#)

[The Embracing Change Checklist](#)

### Embracing change



### How we react to change



### Emotional barriers to change



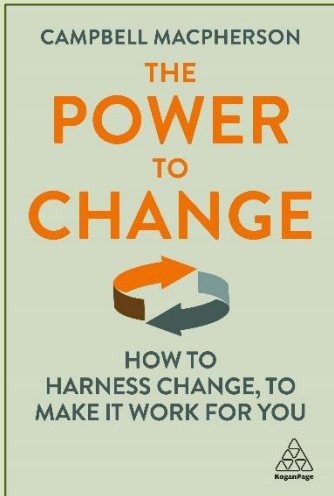
All change is personal.

We all erect our own personal barriers to change.

All change is emotional and emotions are normal

We only change if we want to.

We can be our own change catalyst.



2020: The year of change

Change at Endsleigh

Key messages from the Leading Change workshops

Changes you have experienced

Break

How we react to change

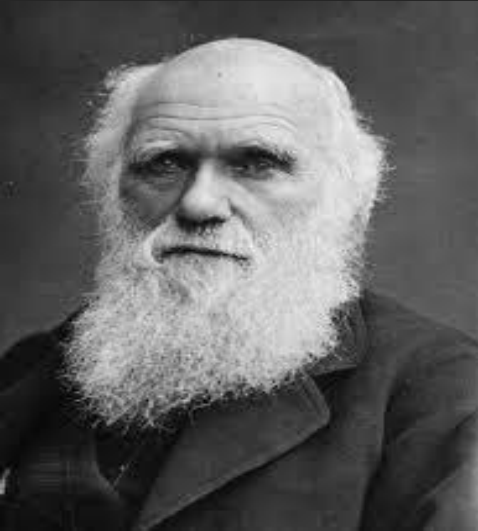
Overcoming our barriers to change

Resilience

Be your own change catalyst

Q&A





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

Charles Darwin