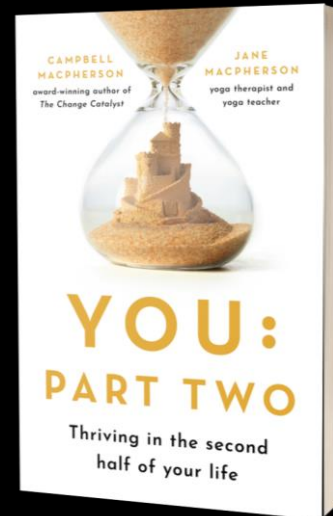
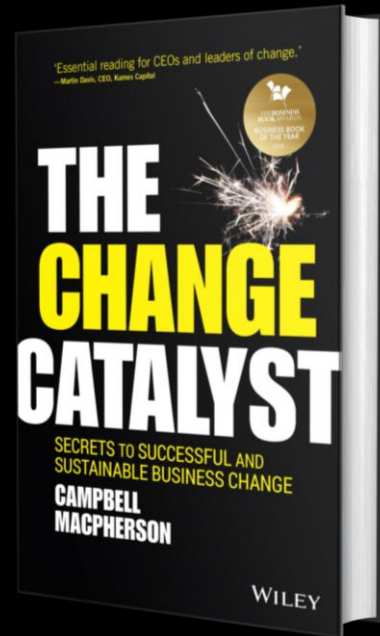
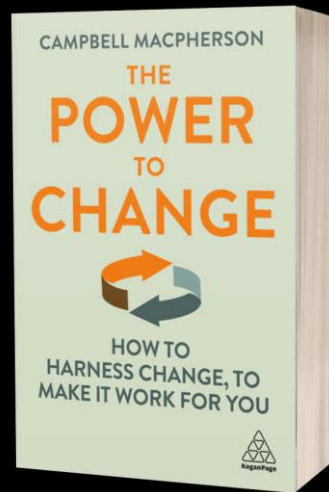


LEADING CHANGE

The most important leadership skill of them all.

23 March 2023



Campbell Macpherson
Author of 2018 Business Book of the Year
www.changeandstrategy.com



Today ... is all about change



Key themes

Who am I?

What have you learned about change these last 3 years?!

The 5 key truths about change

The essential ingredients of successful change

How we react to change

It's all about leadership – and influence

Q&A - and your nuggets



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Successful change is all about leadership ::

88% of change initiatives, business strategies, mergers and acquisitions fail ... not because of change management because of change leadership.

CHANGE

We are all leaders



*Leaders exist at all levels of an organisation
because leadership today is not about hierarchy
it is about influence.*

CHANGE

Leadership is all about change...



*If you are not leading change, you are not leading anything.
You are merely managing the status quo – as it unravels.*

A row of six light-colored wooden blocks, each with a dark letter, spelling out the word 'CHANGE' in all caps. The blocks are arranged horizontally on a light-colored wooden surface. In the background, other wooden blocks are visible, some with letters like 'A' and 'F'.

Life is all about change...



*The ability to accept change, embrace change
and make it work for you is the key life skill of them all.*

CHANGE

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Enabling leaders worldwide to build extraordinary leadership teams and create highly successful leaders of change – starting with themselves.

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Programmes and Workshops



Extraordinary Leadership Teams

Our unique approach to leadership team development ensures the team owns the strategy, drives the culture and becomes a unified team that is greater than the sum of its parts.

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Extraordinary Leadership

Extraordinary leaders have high EQ and deliver sustainable results. Both of these critical skills can be developed and honed using our proven framework.

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Leading With Influence

Unlock the latent potential in your organisation. This program helps professionals and leaders at all levels to develop the influencing skills they need to succeed.

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Leading Change

88% of change initiatives, strategies, mergers & acquisitions fail. We enable leaders to be the 1 in 8 that succeeds. Run for Henley Business School and clients worldwide.

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Delivering Change

The Delivering Change Programme transforms the learnings into action, ensuring every single leader builds a peer-reviewed Change Plan to deliver their key objective.

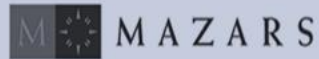
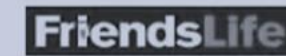
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Embracing Change

If you people aren't ready, willing and able to embrace change, nothing will happen. We give your people the skills they need to embrace change and thrive in a world of uncertainty.

[FIND OUT MORE](#)

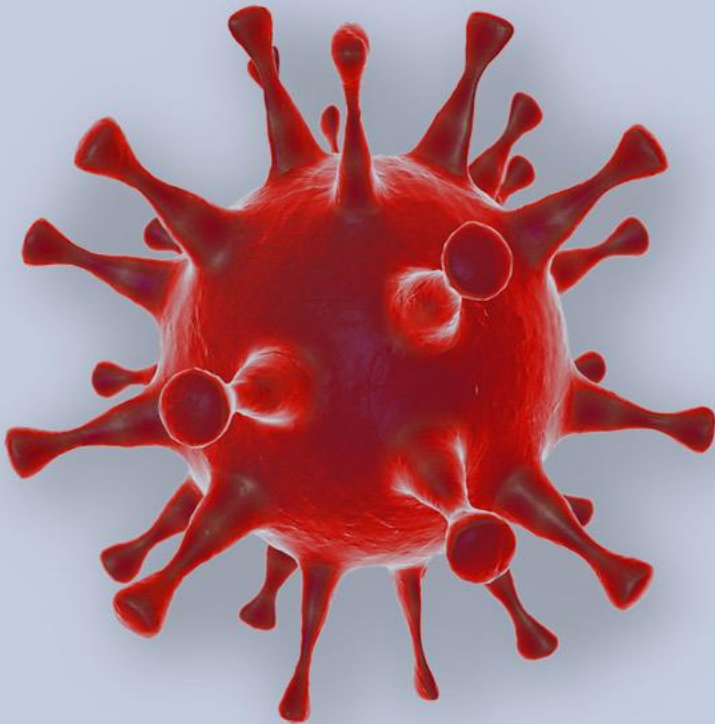
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What have you learned about change?

::



What have you learned about change?



Not all change is bad

Not all change is good

Even good change is net good

We can change – if we have the motivation to do so

We can change quicker than we thought

Successful change requires constant vigilance

Change doesn't have an end date

Some people cope with change better than others

Building resilience is key

5 key truths about change



1. Change is inevitable – and continuous
2. All change is personal
3. We all erect our own personal barriers to change
4. All change is emotional - and emotions are normal
5. We only change if we want to

*Leadership is about helping people to want to change.
We can be our own leaders of change.*

Change is tough



*88% of change initiatives,
business strategies, mergers
and acquisitions ... fail.*

BAIN & COMPANY 

88% of change fails...



Why?

Why change fails...



Lack of clear direction and purpose

A mad assumption that humans simply do what they are told

Lack of clarity of what we are trying to achieve and why

One-way, broadcast-style communication

We are too busy doing the day job

Lack of genuine engagement

Poor planning - we set change initiatives up to fail

Ego and Politics

Confused decision-making

Assuming change has a start date and an end date

Complacency

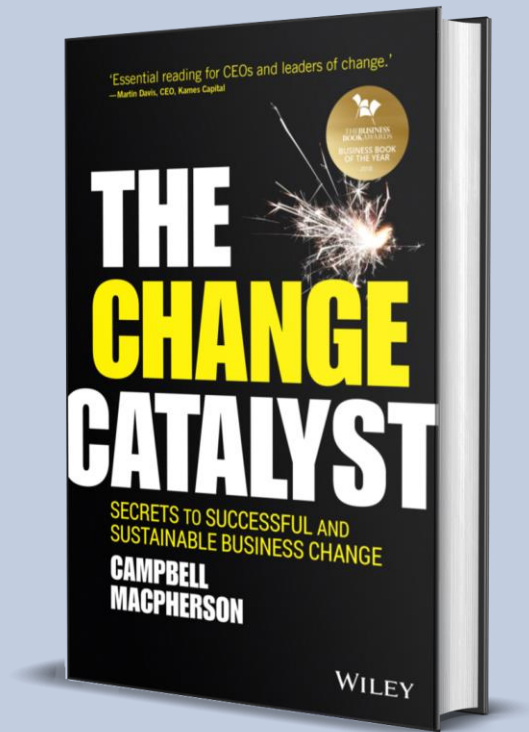
People don't like change

Leading change is tough



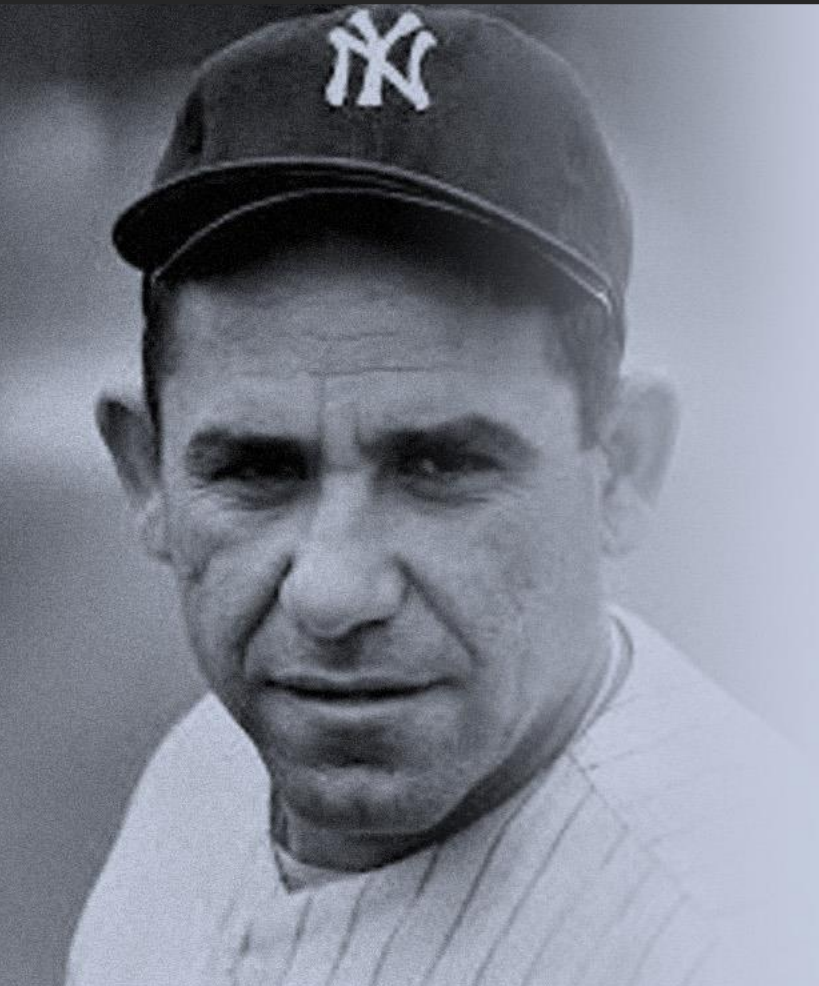
“And it ought to be remembered that there is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things.”

Niccolo Machiavelli



*The essential
ingredients of
successful change*

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

Clarity of what



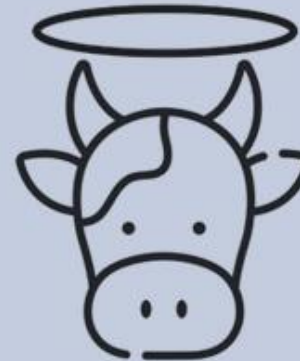
Strategy



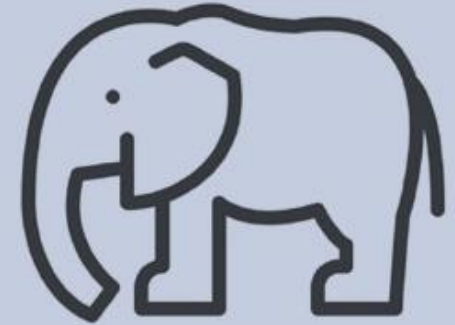
Magic



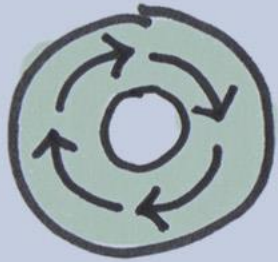
Sacred Cows



Elephants



Focus on outcomes



vs.



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

... and clarity of why

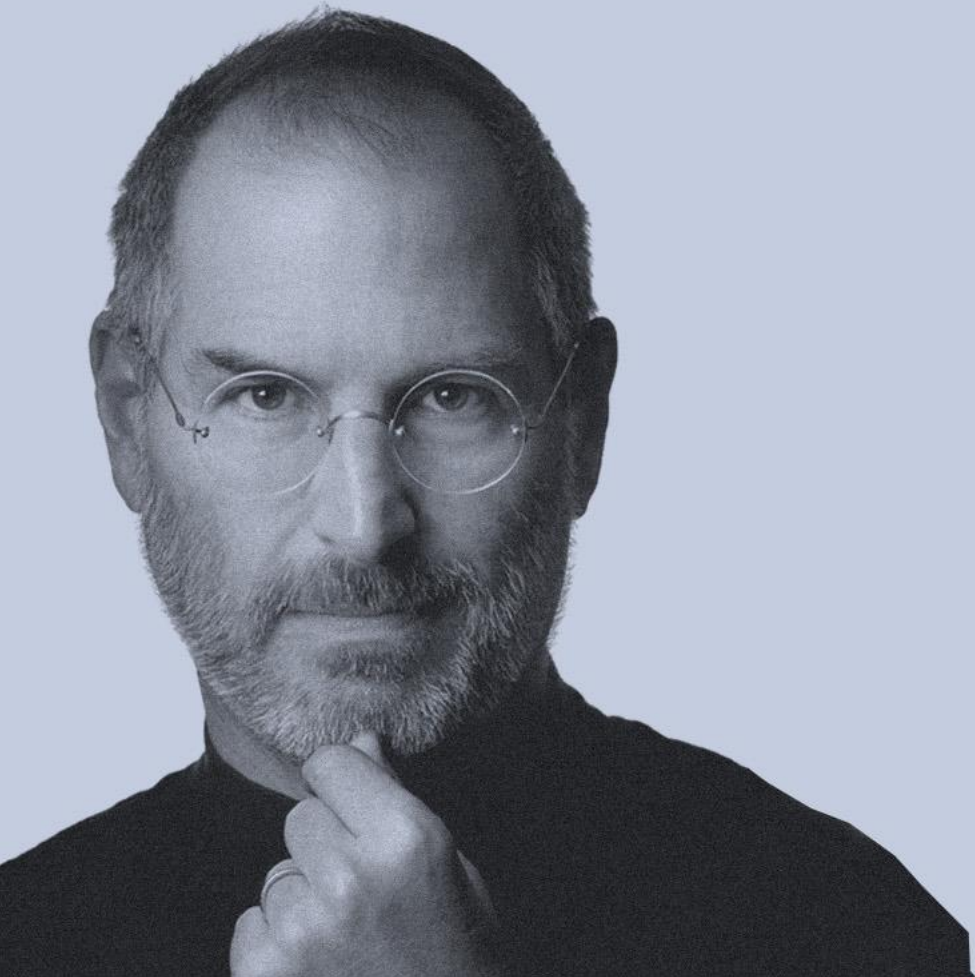


Why do I need to change?

The right reason

The real reason

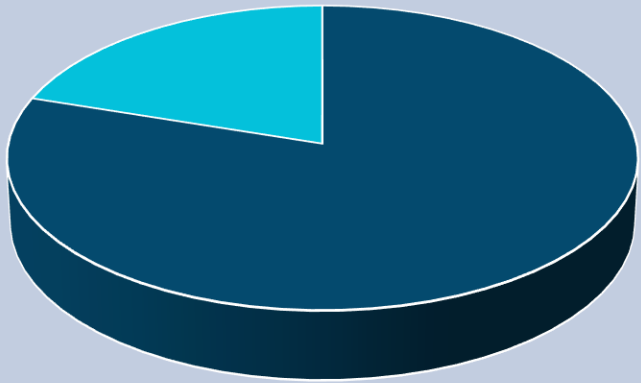
Ensure implications are fully understood ::



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

Steve Jobs

Even good change is net good

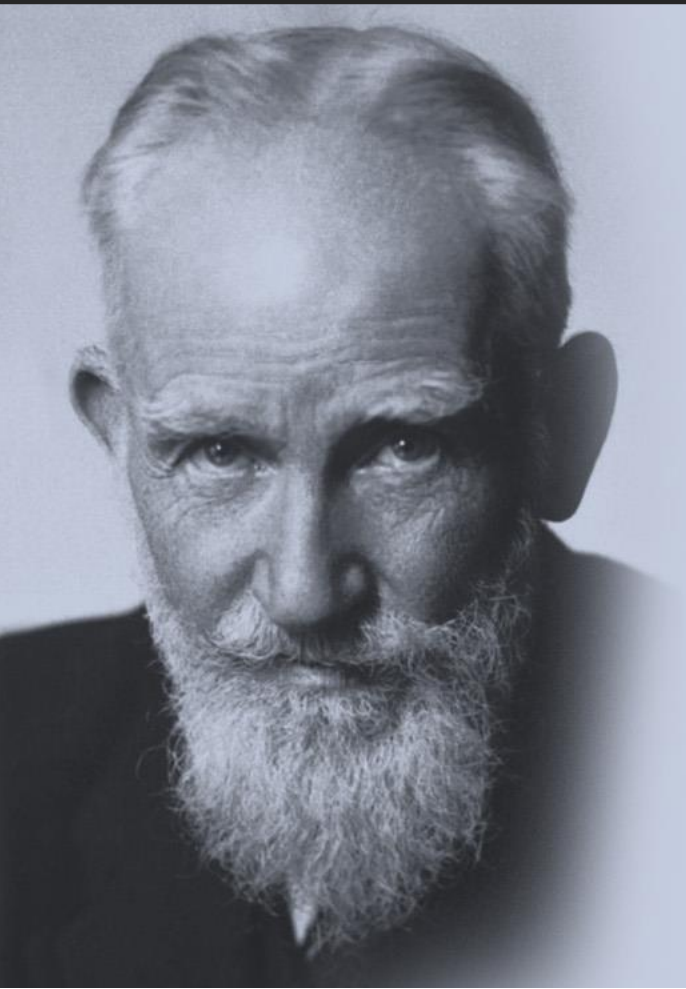


■ Positive ■ Negative

Don't let the pursuit of perfection get in the way of 'good'.

*If change is 80% 'good', celebrate the 80%.
Don't lament the 20%!*

Genuine communications and engagement ::



“The single biggest problem in communication is the illusion that it has taken place.”

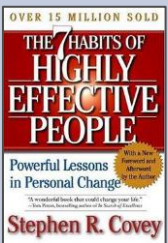
George Bernard Shaw

Genuine communication is two-way



“The biggest communication problem is we do not listen to understand, we listen to reply.”

Stephen Covey

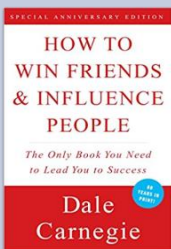


Emotions trump logic every time



*“When dealing with people,
remember you are not dealing with
creatures of logic, but with
creatures of emotion.”*

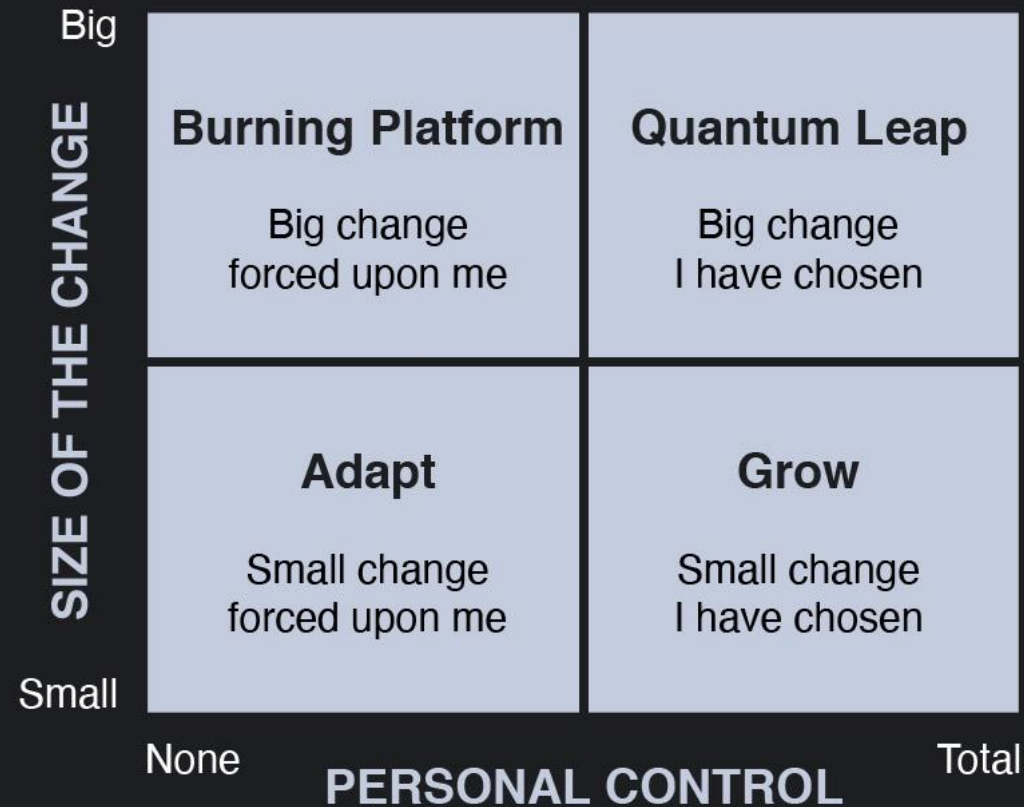
Dale Carnegie



How we react to change



Different types of change



The burning platform change curve



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



Modified Kubler-Ross change curve

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

Persecutor

Rescuer



Victim

The quantum leap change curve



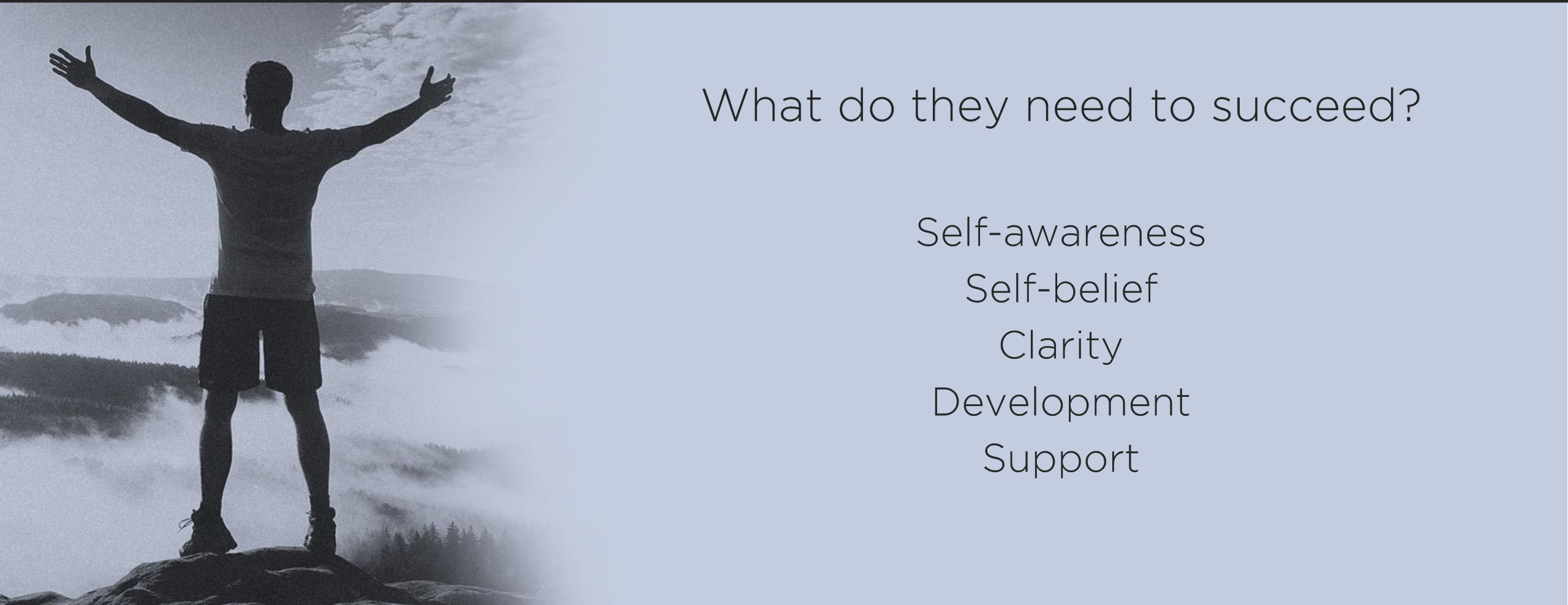
Our reaction to change we instigate follows a similar pattern.



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Set your people up to succeed



What do they need to succeed?

Self-awareness

Self-belief

Clarity

Development

Support

Set yourself up to succeed



What do you need to succeed?

Self-awareness

Self-belief

Clarity

Development

Support

When people react to change



*David Rock,
Neuroscientist*



+ Purpose & Values

Remove the ego and the politics



Mid-Term Inertia
Momentum too great

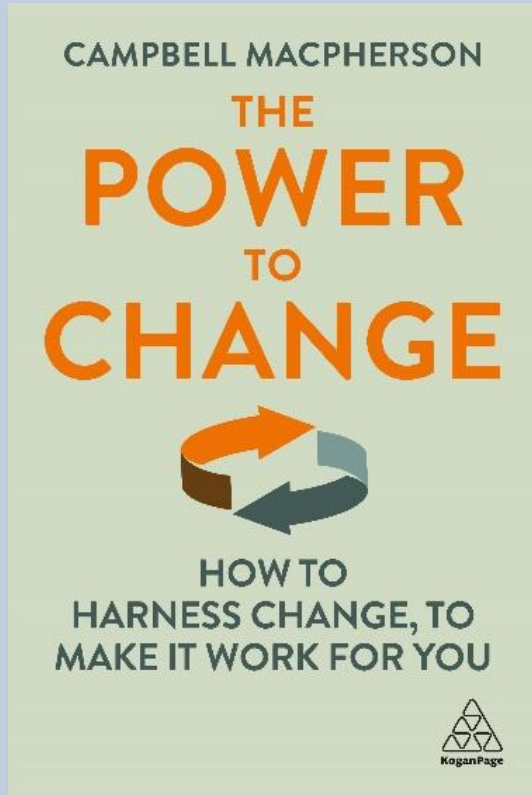
PAUSE



Complacency
Success breeds failure

AVOID


Create a change-ready culture



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

Are your people...



- 
- A black and white photograph of a person's hand and arm, pointing their index finger directly at the viewer. The person's face is partially visible in the background, looking towards the camera.
- Encouraged to question the status quo?
 - Open to new ways of working?
 - Continually looking to improve the way things are done – and enhance the customer experience they deliver?
 - Encouraged to learn from failure?

Is their behaviour aligned to deliver the strategy?
Is yours?

Accepting uncertainty



“The only certainty is uncertainty.”

Pliny the Elder

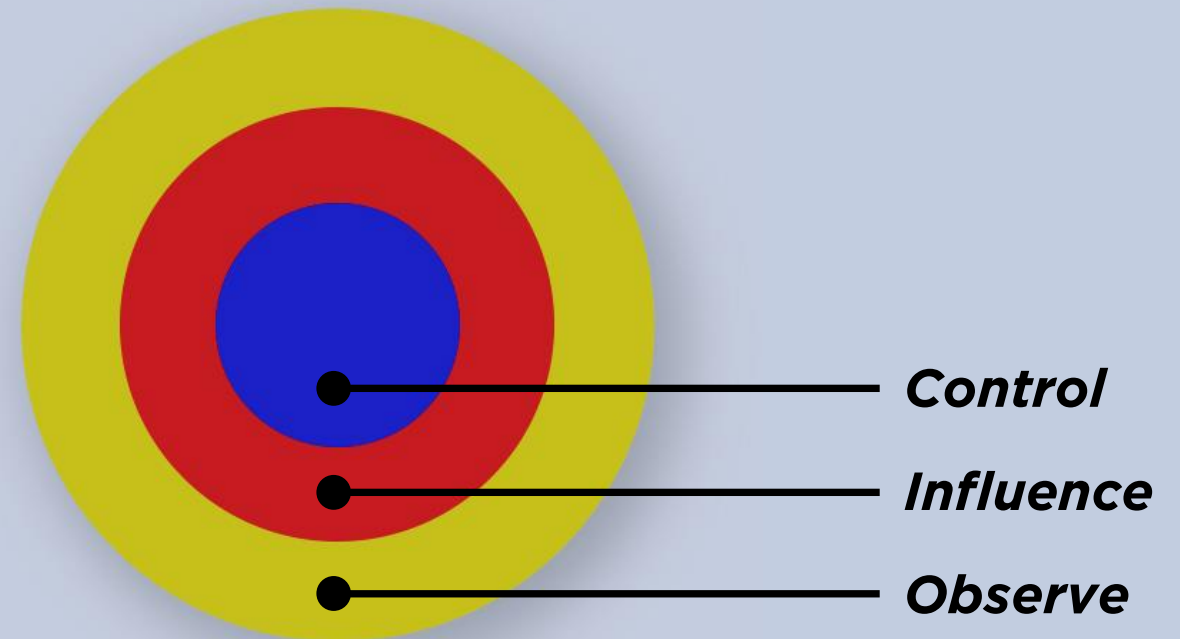


Accepting reality



“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)



Accepting reality



Group session. Make three lists ...

*Those things you
cannot change*

*Those things you can
change on your own*

*Those things you can
change - together*

Accepting reality



Group session. Make three lists ...



*Those things you
cannot change*



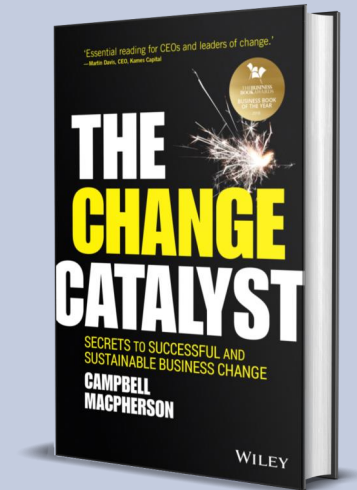
*Those things you can
change on your own*



*Those things you can
change - together*

Essential ingredients of successful change ::

1. Clarity of what you are trying to achieve – and why
2. Ensure implications are completely understood
3. Genuine, two-way communications and engagement
4. Appeal to people's emotions – find their emotional triggers
5. Focus on outcomes
6. Set people up to succeed
7. Overcome inertia
8. Build a change-ready culture / environment
9. Be a catalyst for change
10. Focused, committed change leadership



And it all boils down to 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

Extraordinary leaders of change ...



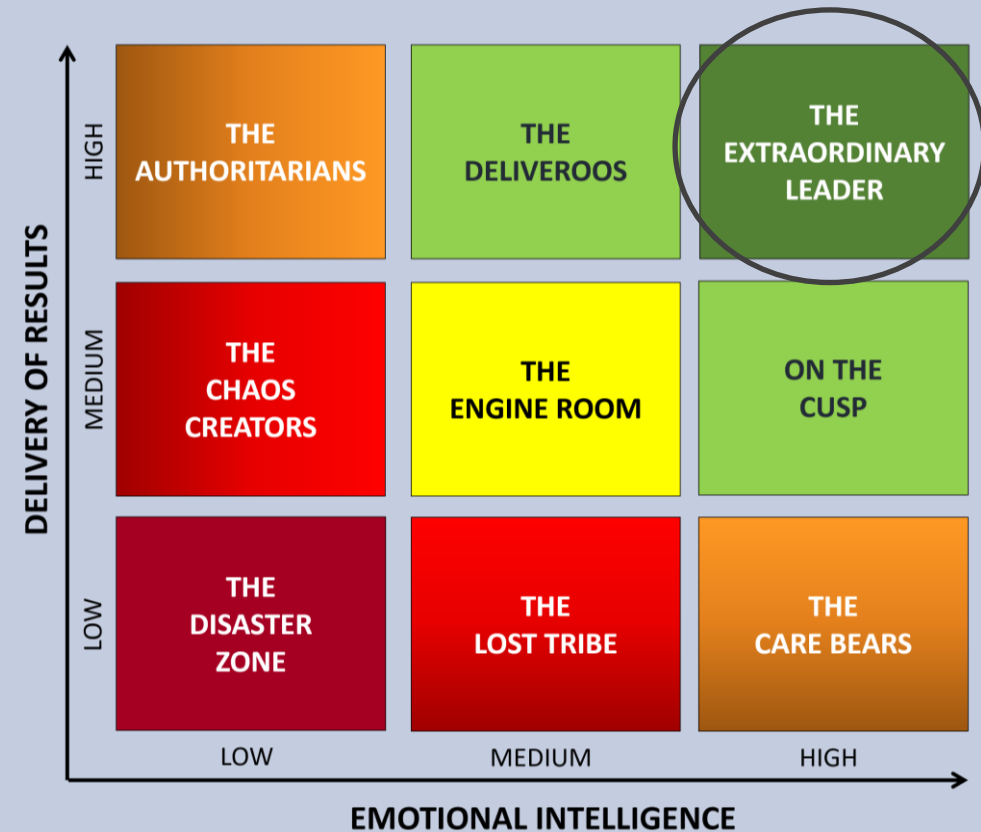
1. Deliver results
2. Care
3. Are trusted
4. Possess integrity
5. Are clear about what they are seeking to achieve – and why
6. Are empathetic
7. Empower people - create more leaders not more followers
8. Enable people to shine
9. Embrace stewardship
10. Combine humility with confidence
11. Change their minds when a better solution arises or facts change
12. Share the credit and take the blame
13. Are authentic / genuine
14. Build extraordinary leadership teams



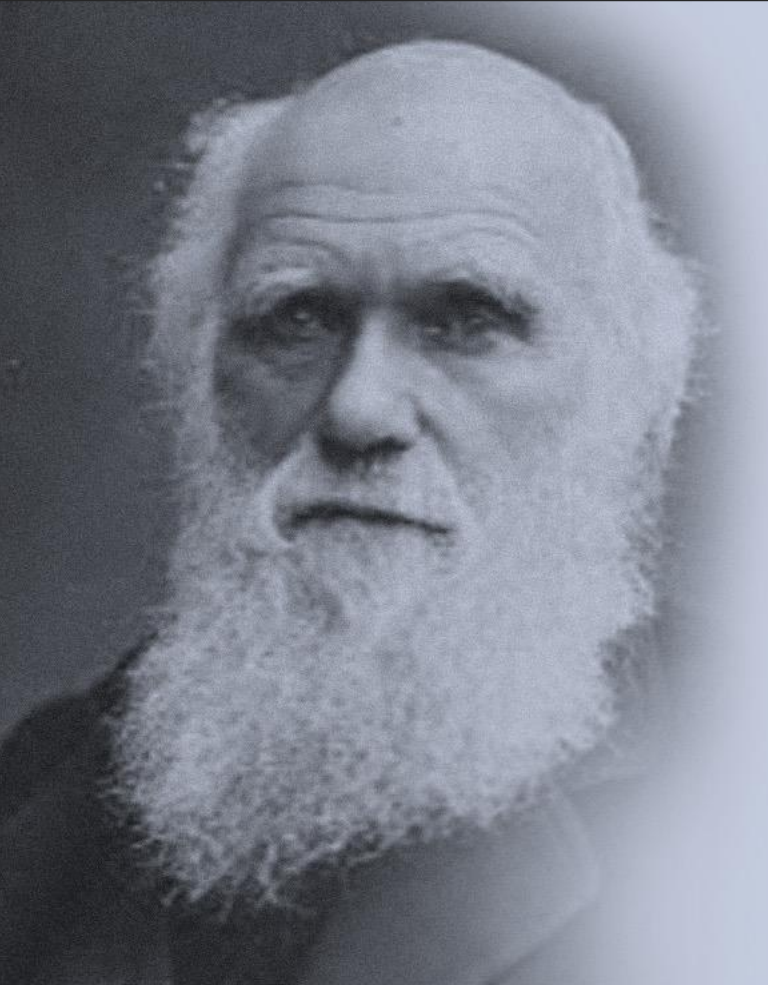
Emotionally Intelligent Leadership



The Chequerboard of Leadership



It's all about change



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

Charles Darwin



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A futuristic graphic with a dark blue background. It features several glowing blue circular elements with various icons: a laptop with gears, a gear, a brain circuit, and a microchip. White lines connect these elements, suggesting a network or process. The word 'TRANSFORMATION' is written in white, bold, sans-serif capital letters across the center of the graphic.

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VIDEOS



Business Book Awards Condensed

Grange Hotel, London
(4 min)



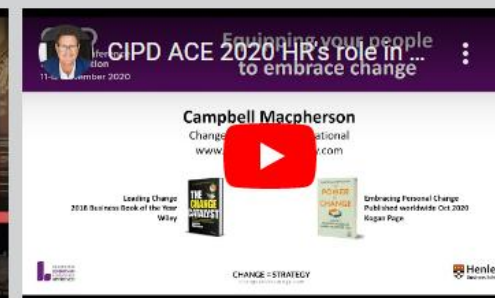
Shoosmiths Law Firm

Leading Change with Campbell Macpherson
(56 min)



'Leading Change' M&A Adviser Awards

Metropolitan Club NYC
(6 min edit)



CIPD ACE Online

Equipping your people to embrace change
(25 min)



The Change Catalyst Book Launch

The Institute of Directors, Pall Mall, London (16 min)

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'Leading with Influence' program
Unleash your untapped talent



Leading Change



Delivering Change



Embracing Change



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NEWSLETTER

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The moment that Lehman Brothers lost the plot – when they abandoned their ‘Strategic Core’.

By Campbell Macpherson | March 6th, 2023

Published in CEO World 4 March 2023. I was lucky enough to see The Lehman Trilogy at the Gillian Lynne Theatre in London last month. What a brilliant play: sharp script, clever set, perfect [...]

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Why are the Canadians, Australians, Emiratis, Qataris, Norwegians and Chinese dumping sewage into Britains waterways?

By Campbell Macpherson | March 6th, 2023

Published as a LinkedIn article 15 Feb 2023 Thanks in no small part to Feargal Sharkey's brilliant and relentless campaigning, we are all now fully aware that Britain's waterways are in a dire state [...]

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2023 Newsletter 1: Emotionally Intelligent Leadership

By Campbell Macpherson | January 31st, 2023

EQ trumps ego every time. Ego-driven leaders ultimately fail - for the simple reason that they put themselves first and everybody else a distant second. They also leave carnage in their wake, often quite [...]

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Where are you on the chequerboard of leadership?

By Campbell Macpherson | March 19th, 2022

Leadership today is not about hierarchy. It is about influence. I would like to introduce you to a new model that I have been using in my 'leading change', 'leadership development' and 'leading with influence' programs and webinars - [...]

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Yoga for change

By Campbell Macpherson | March 7th, 2021

An updated version of the article published in Om Yoga December 2020. If you wish to improve your ability to cope with and embrace change, it's pretty hard to find a better solution than yoga. [...]

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Leading in a crisis feat. City AM and the Police!

By Campbell Macpherson | July 3rd, 2020

Leadership in a time of crisis Welcome to the July newsletter. What a quarter we have just endured! How the next quarter will pan out is anyone's guess. But as we tip-toe out of lockdown, one thing [...]

Leadership insights from the last year as we emerge into a new dawn

By Campbell Macpherson | April 22nd, 2021

It may be a cliché but it is true nevertheless. A new phase seems to have begun. The anxious, volatile and uncertain twelve months we have all endured may at last be coming to an end [...]

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Why the Maldives isn't underwater – yet!

By Campbell Macpherson | November 2nd, 2021

(Includes excerpts from The Power to Change (Kogan Page 2020) Climate change has become a battleground. It is not only a battle between man and nature, but also a battle between science and dogma; [...]

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Thank you!



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