



# LEADING CHANGE

THE CORE SKILL FOR SUCCESSFUL LEADERS

**If you are not leading change, you are not leading anything. You are just managing the status quo.**

The ability to lead change is a critical skill for every successful leader. Every successful strategy requires change, and change has never been more critical to business than it is today. Due to advances in numerous technologies, the way we work has changed – forever. Entire industries are being disrupted. No organisation will remain untouched.

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

Leaders need to be able to take their organisations in new directions swiftly and decisively. The organisation that is able to seek out and embrace change will thrive. And this is precisely what business leaders must help their people to do – for two reasons:

1. **Only your people can deliver the change your business requires, and**
2. **88% of change initiatives, and business strategies, fail.<sup>1</sup>**

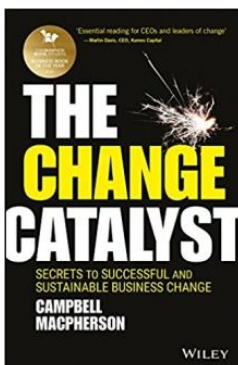
**Leading change is tough.**

Leaders not only have to embrace change themselves, they also have to lead their people to embrace change and deliver.

However, 7 out of 8 leadership teams are not equipped to succeed.

**This workshop will introduce leaders to the toolset and approach they need to build a culture that embraces change and to lead one of the most difficult assignments in business: the leadership of successful and sustainable change.**

Much of the workshops is based on Campbell's acclaimed book, 'The Change Catalyst: secrets to successful and sustainable change' (Wiley 2017), **2018 Business Book of the Year**.



*"Essential reading for CEOs and leaders of change."*

**Martin Davis, CEO Kames Capital**

*"One of the most informative and influential books you will read this year."*

**The HR Director Magazine**

*"Packed with the insight, tools and know-how needed to make sure your next change is the 1 in 8 that succeeds; pick up this book."* **Institute of Leadership & Management**

*"The Change Catalyst' is well-written and a pleasure to read. It is full of insight and anecdotes to help organisations transform for the better."*

**Association of MBAs Book Club**

*"The Change Catalyst is a book that frankly absolutely anyone in business should read. The writing is clear, clean, direct and simply beautiful. I found myself stopping and re-reading paragraphs just for the sheer pleasure of it."* **Alison Jones, Head Judge 2018 Business Book Awards.**

<sup>1</sup> Bain & Co survey of 250 large companies 2016.

## Workshop Outline

The content is tailored for each organisation and can be delivered in ½ day, 1 day or 2 day versions.

### PART 1: CHANGE IS INEVITABLE

Exploration of the plethora of personal, social and technological change headed our way (AI, IOT, avatars, Blockchain, driverless cars, immunotherapy, ...) and how they will change our lives forever.

Change in your organisation

Interactive discussion of the key changes heading the delegates way – for their industry, their organisation, their department ... including ‘What could possibly go wrong?’ and mitigating actions.

### PART 2: WHY 88% OF CHANGE FAILS

Exploration of each of the ten reasons why change fails.

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

Group Discussion: Which resonate the most for you and why?  
Change challenges in your organisation.

### PART 3: EMBRACING CHANGE (ALSO RUN AS ‘THE POWER TO CHANGE’ WORKSHOP FOR EMPLOYEES)

Group Discussion: Why do people resist change?

All change is personal. All change is emotional.

How we react to different types of change

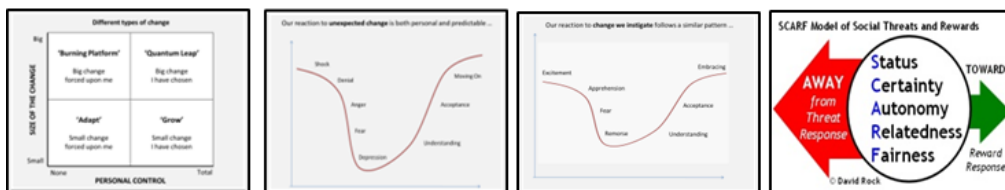
Embracing change ourselves and helping our people to embrace change

Featuring:           The Change Matrix  
                          The Change Curves  
                          The SCARF Model

Breakout: SCARF

The barriers we erect to change

Group Discussion: Overcoming the change barriers



## Further tools and tips for embracing change

Discussion of other approaches to embracing change:

- Finding your own emotional triggers
- Personal SWOT & scenario planning
- Choosing our attitude
- Helping others
- Be your own Change Catalyst

## PART 4: THE ESSENTIAL INGREDIENTS TO SUCCESSFUL CHANGE

The Change Success Model

Exploration of each of the essential ingredients to successful and sustainable change.

1. Strong, committed, aligned and unwavering leadership team
2. Complete clarity about what we are trying to achieve and why
3. Laser-like focus on the outcomes
4. Detailed understanding of the implications of the change
5. Find the emotional triggers
6. Genuine engagement of people at all levels of the organisation
7. Clear governance and thorough planning
8. A change process that includes a 'pause for reflection'
9. Establish a change-ready culture
10. A Change Catalyst to drive delivery

Break-out – What will you do differently in your next change initiative?

## PART 5: LEADERSHIP

Break-out: What does a good leader do and how do they make you feel?

Key attributes of great leaders

Clear strategy, aligned people and delivery of outcomes

NB: A longer session on leadership is possible in the 2 day version to include:

- The Primary Colours Model of Leadership (including breakout)
- Goleman's 6 leadership styles
- Empathy and Emotional Intelligence

## PART 6: CULTURE CHANGE

Group Discussion: What are the characteristics of a change-ready culture?

3 types of values

7 steps to culture change

## REFLECTIONS AND CLOSE

- Key take-aways
- What are you going to do differently tomorrow?

**Campbell Macpherson** is an international business advisor, keynote speaker, facilitator, writer and award-winning author.

His book, 'The Change Catalyst' (Wiley 2017), won the leadership category at the 2018 Business Book Awards as well as the coveted title of '2018 Business Book of the Year'.

He is also an adjunct faculty member of the Henley Business School.

For more than 25 years, Campbell has been helping CEOs and leadership teams align to a clear strategy, build enabling cultures and achieve one of the most difficult assignments in the world of business – the leadership of successful and sustainable change.

*Only your people can deliver your strategy.  
Only your people can deliver the change your business requires.*

His experience has included:

- Senior Adviser to the Abu Dhabi Investment Authority. Every investment proposal for ADIA's IC crossed Campbell's desk.
- Strategy clarification, alignment and culture change for James Hay - investment platform with 600 staff and £25bn AUM
- Enabling the leadership of Cofunds, UK's largest investment platform, to clarify its strategy and align its organisation to deliver.
- Assisting the leadership teams of Friends Life, Gocompare, Centaur, Aviva Claims, International Personal Finance, Misys, ...
- Creating the UK's largest IFA network (Sesame) out of the 5 networks that Misys had acquired – 1000 people and £400m turnover
- Assisting US insure-tech leader, iPipeline, enter the UK market through an acquisition of Assureweb
- Establishment of two new highly successful businesses for IFDS
- A family-run BP-branded forecourt business, enabling the owner to double revenues to \$50m, triple profits and sell
- Keynote speeches and Leading Change workshops for numerous organisations world-wide – NY, London, Vegas, Singapore, Nice, ...

Campbell has also been a board member and senior executive of several national and multi-national organisations including:

- Founding HR Director and Board Director, Sesame
- Strategy Director, Zurich Global Life Emerging Markets, Zurich International Life and Openwork
- Head of eBusiness, AMP Group UK
- Founding Marketing Director, Virgin Wines
- Director of QLD's largest independent BP-branded forecourt
- Founder of Australian multimedia pioneer, InterMark

Details of Campbell's experience, writing and speaking can be found at [www.changeandstrategy.com](http://www.changeandstrategy.com).

## Campbell Macpherson

*Business Advisor, Speaker,  
Lecturer, Author and  
Change Catalyst.*



Henley Business School,  
Invesco, James Hay, IFSWF,  
M&A Advisor, Bibby Group,  
FS Forum, SII, St James  
Place, Real Estate Results  
Network, FS Forum, ILM

Senior Adviser, ADIA

IFDS, Aviva, IPF, Friends  
Life, iPipeline, CAF,  
Cofunds, Gocompare,  
Centaur, ...

Director, BP Northbound

Strategy Director,  
Zurich Global Life EM, ZIS  
& Openwork

Board & HR Director,  
Sesame (IFA Network)

Strategic Change & OD:  
Misys, BBC, Capital Radio,  
Telewest, Sesame

Marketing Director: Virgin  
Wines, Smartlogik,  
BrightStation

Head of eBusiness, AMP

Snr Mgr, Change,  
Andersen Consulting

CEO & Founder, InterMark  
Multimedia

Sales Manager, Ultimate  
Computers & NCR

Mgt Trainee,  
Hawker Pacific

Officer & Pilot Trainee,  
RAAF Academy