

DEI Programme Leading Inclusive Change - Change Management

November 26, 2025



Liz Pawson-Poon 0:04

I know that Charlotte is also in a delivery at the moment she is due to be joining us in about half an hour or so, so you'll be able to see her on the session as well, but I might kick off because I am conscious of your time and I know that you're both based in Asia, so you'll.



Manny 0:08

Yeah.

Yeah.

Yeah.

Yeah.



Liz Pawson-Poon 0:22

To kind of, you know, get your days, your evening finished as soon as well.



Manny 0:25

Yes.



Liz Pawson-Poon 0:29

We've got Lucy joining us. Hi, Lucy.




Lucy Reeves 0:34


Hi sorry I'm late.





Liz Pawson-Poon 0:37


All good. Thank you so much for joining us. I was just going to say that I'll get the session started. How are you doing?


 **Manny** 0:40
Thank you.


 **Lucy Reeves** 0:44
Yeah, I'm good. Thank you. I'm good. I'm going to have my camera off today, if that's all right. Because I had an op last week and I've got stitches all over my face, so it's not great to see, But yeah, I am here.


 **Liz Pawson-Poon** 0:59
Yeah, I hope you're feeling OK, Lucy.

 **Lucy Reeves** 1:01
Yeah, no, I'm absolutely fine. Thanks.

 **Liz Pawson-Poon** 1:04
Good. So today we're going to be delving into the topic of change management and I know some of us may have some experience for change management in the past. Can we just do a little pause to see if anyone has had extensive experience using change management models, management principles?
Oppose.
The previous experience on the topic.

 **Bernard Chuah** 1:42
Maybe I will start. Is that OK? So so in April this year, I as I as you as as we have we need to do some clean up in terms of the I don't know whether you all call this a change management kind of thing.

 **Liz Pawson-Poon** 1:45
Yeah. Please, Bernard. Yeah. Yeah, yeah.

 **Bernard Chuah** 2:00
But we need to do a clean up in our system or where we collect or collate all the DNI data in terms of you know all the questions, all the drop down take place we need to do some clean ups and then we need to make sure that those countries that is not

allowed to be asked certain questions we had to switch it off.

In the system, and of course this requires a lot of stakeholders. #1 is basically the tech person who is implementing the changes. #2 is basically the SME expert in terms of DNI employment, legal with the with some consultation from external consultants.

We have data governance team in indicating or telling us about what needs to be, what needs to be done and what is not allowed to do and what needs to be or allowed to do. So. I'm not sure. I don't know what model is this, but basically you know all these things.

It needs to be lined up in the way to ensure that you know the the employee privacy notices is being better. Truth by employment, legal and all those things and all those stakeholders before it even actually goes into the systems.

And so by July, then we can enable the consent mechanism kind of thing in the system in the HR portal. Is that considered as a change management, I I don't, I don't. For me, I I don't know which model are we using but.

I said when there's a project timeline with a with with your name tag to a particular activity and description, you have to do it means you have to do it with the constraint of timelines involved. That's that's the change management to me.



Liz Pawson-Poon 3:42

Yeah.

Yeah. And absolutely. I think Bernard, that's definitely an example of a change process, I think and it doesn't have to be necessarily, you know, a global project or doesn't have to be, you know spanning across the whole of the organisation. It could be a, you know, a process relating to the change of the collection.

Of data or even just a collection of data itself, so that in itself would be a change process. And absolutely what we're going to cover today on change management models and principles will be able to support us with any of those change projects, whether they're big or small. And obviously what we do it is also.

So relating to culture change. So it's also about bringing that theory to life as well, because we're going to be influencing people. So it might be helpful for me just to start and set the background a little bit on what we mean by change management. So basically what we're really talking about is just it's a process.

That's structured, you know, that's been thought about, it's been designed and that process then enables us to plan to deliver and also to reinforce organisational

change. And as I said before, it doesn't have to be, you know, related to culture. It doesn't have to be related to inclusion.

Management is used by organisations just more generally on affecting any change you know anything to do with their business strategy, operational, financial systems, any change of any sort that involves, you know, numerous employees.

What's beneficial about taking a change management approach? It creates impact, so ensures that the change is adopted smoothly and successfully, especially when you're dealing with quite a few number of colleagues. It also builds that trust with stakeholders and employees.

It help us communicate and be transparent on what the change might entail, so it limits that resistance to change that people will naturally feel and encounter. And also I think, Bernard, you also talked about before, it's about aligning that stakeholder by.

So how do we identify? Excuse me, I've got from.

You can tell the winter weather is really having an impact on the on the British colleagues on this call, but it's also really to align that leadership buy in as well and make sure that we're all on the same page. We have the relevant stakeholders that we need in order to enforce and drive that change with us.

Why is it so important when we talk about a process or you know, principles that we can follow to help us embed DNI? So as Charlotte mentioned earlier in the programme, when we're talking about embedding DE and I, what we really want to achieve is creating that true inclusion.

What we want to see is a culture change that really sticks and when we have this and when we have achieved this, you'll see in the in the model that employees will have high engagement and delivering DE and I and also it is embedded into business as usual as well.

It's not side of desk or an initiative that has delivered one day and forgotten about the next, and it's also not about a policy or way of working in itself that is imposed on us and doesn't actually reflect the culture that we operate.

So again, what we really want to achieve is that change that sticks, you know that culture that really emanates from everyone around us.

And what's helpful when we think about, you know, change management principles is we can focus on effectively, I guess reaching that tipping point when we're thinking about culture change and some of you might have heard the term tipping point in the past, but.

You know what is this? It's that point, you know, when you want to make a societal change or culture change when you know a group or a group of people, they rapidly and dramatically change their behaviour and the way they do things and the way they act.

By widely adopting something that they previously hadn't done in the past, and that tipping point is when you know enough people have adopted that change, that then becomes the cultural norm and the rest of the population also then follows that cultural norm.

So what do we mean by change management? Print. Yes, Manny, please.

M **Manny** 8:28

Liz, can I just have an example of like, a change management programme we're referring to? Just make it a little bit easier for me to understand, is it like we're going to restructure the organisation or get rid of a team? What is it? Is it those kind of things?

 **Liz Pawson-Poon** 8:37

Hmm.

Yes, exactly. So I guess operationally it could be a restructure. You know my partner actually is a management consultant and he works on a lot of change projects. It could be a, you know, he cites examples of you know they want to a company wants to replace all their payment systems.

M **Manny** 8:46

Perfect.

Yeah.

 **Liz Pawson-Poon** 9:03

They don't want to use this programme anymore and they want to use another payment system or it could be a culture change, so we don't want to be using this work day anymore. We want to be using an alternative platform in order to monitor our HR data.

So it's, you know, it could be operational but then also in the context of DE and I, I think what we're really talking about is more the culture change. So how do we get people to behave inclusively and that might be a campaign that we want to lead on

driving inclusion in the.

The workplace that might involve, you know, training it might involve communication. It might involve, you know, partnering with people, leaders to to bring that inclusion to life within their teams. Does that clarify it a bit, Manny?

Right.

And when we talk about change management, there are a lot of principles that people have researched, have adapted and are used across organisations to support us with making that change.

So what are these principles? They're really just guiding principles that support organisations with delivering on change smoothly and successfully. There are many change models that have been created. I think one of the examples that's shown on this slide is called the cotters change model.

But there are various different models and if you Google that we can share a few other examples later on as well, where big companies use to affect any type of change project within their organisation, and some companies use these models and they base it on these models.

But they also adapt it for their company. So, for example, a company that we've been working with, they use the cottage change model, the one that's shown on the screen, but they change some of the language around that to make sure that it really lands within their organisation.

And they also adapt and substitute some of them as well to make sure that it makes sense in in how you know, they operate. And as I said before, it doesn't just cover culture change management principles, support with any kind of change with an organisation such as operational.

Business strategic changes.

To bring this to life a little bit more, I want us all to take a little bit of a look at the cottage change management model as an example, and we might be able to look into more detail at the eight different principles that are on the screen here and I can bring that to life a little bit more as.

What that the principles might look like?

So here on the screen are the 8 different principles under cottage change management model that organisations can abide by. Follow take inspiration from in order to make that change within their company. Effective, smooth and successful.

So #1 and I think that's probably one of the foundational principles that we want to start with is creating that sense of urgency. I think what this naturally means is just

why do we need to change? This is essentially the why, why change? Why now? And this is the burning platform.

That we talked about before and the why really needs to inspire people to act and build that momentum, that excites people, to pursue that vision of the future that you want to create together.

So his first principle is, you know, we've got to create that sense of urgency. We've got to be very clear with the why in terms of the change that we're making.

The second principle is build a guiding coalition, and by that I guess he means just a group of committed people that will be able to drive that change, to coordinate it and to communicate as activities. And I guess in our kind of context that could mean the DE and I team.

It could be you, together with other people involved in in your team, who will be the main drivers. So it's very important to have that core group that will be the driver on guiding that change.

His third principle is form a strategic vision, so we need to be very clear on how the future will be different from the past and get that buy in for how you can make that future a reality as well.

And by that I think what we mean here is very simply, you know what, what does good look like? Where do we want the change to get to? What is that vision or that dream that will unite us and drive us into the goal of the change project?

His fourth principle is about enlisting a volunteer army and what he really means by that. I guess in simple terms is that large scale change can't really happen unless there is a massive number of people rallying around that.

Common goal or that opportunity. So at an individual level people within the organisation need to want to actively contribute and needs to be beyond your your core team that's driving that change. So you need to bring other people along with you on that journey to help you.

Create that momentum as well to make that change happen.

His fifth principle is about enabling action by removing barriers. So what are some obstacles at the moment and slow that slow things down or create roadblocks to to you progressing that change and it could be, you know, an existing system that's being used that's causing.

A delay that needs to be changed, upgraded. It could be the way we work at the moment, you know, might be the reason why it's slowing down progress. So here he he identifies that you need to remove those barriers.

And replace them with. You know tools that will support you with delivering that change.

6th principle is about generating short-term wins. So what are the short-term wins that you can capitalise on? You know things that you can kind of keep communicating and keep motivating people about early and often.

And then you can also energise volunteers as well to kind of persist with that change that you're making.

Sustaining acceleration is also really important. So how do you keep pressing harder after your initial successes? How do you keep communicating about this? How do you keep motivating people to get engaged with the further activity?

And he suggests that you need to be relentless with initiating change after change until the vision is a reality. And that's the vision that you you've scoped for in the third principle.

And then lastly, his final principle for change is you need to institute that change.

And I think what we mean, I think what he means by that is really by embedding how do you connect it between you know the new behaviours and the new ways of working with the organisation and how has it.

That helps the organisation succeed, making sure that you communicate that very clearly so that the new habits then essentially replace the old habits as well.

It might be that you need to kind of evaluate existing processes and ways of working to ensure that the new behaviours stick within the organisation.

As I mentioned before, a lot of organisations use the cottage change model, but then they might also, you know, tweak some of the wording here and there just to guide, you know, all of their change projects. And it's quite usual for organisations to have, you know, one common change model like this.

Which they then use and apply for various different other change projects as well within the organisation, and there's some benefit of just using one model because it then means that there's some alignment in in the way we make change within the organisation.

And also people are then already familiar with the language and and the way it works.

I'm just going to pause for a bit. What are your initial thoughts, I guess on some of the principles that that we've outlined here and I guess in this example, the Cotter's change model, have you been familiar with any of these in the past?

M **Manny** 18:20

The mother.

No, I I guess, Liz, the one that I'm a bit well not surprised, but intrigued by is enlist of Volunteer Army. Is this suggesting that people who are outside so let's say let's take a a dei. Yeah and we want to have a.

Create create a big change on being more inclusive, so when we're enlisting a volunteer army, this sounds like the word volunteer. Does that suggest it's people from outside, like HR outside from DNI space? Is it like advocate?

 **Liz Pawson-Poon** 18:48

Mm-hmm.

M **Manny** 19:02

For this for like the wider organisation, like why? Why volunteer? Why not just enough?

 **Liz Pawson-Poon** 19:07

Yeah. Yeah. And I think I could, I see this as people who are outside of the four team that's driving the change and it could be someone with an HR or it could be someone in, you know, DNI but who isn't necessarily involved in the.

M **Manny** 19:12

Yeah.

OK.

OK.

 **Liz Pawson-Poon** 19:27

Team, that is, you know, has been put together to drive that change, I guess in a lot of the work we do, I can also see that expanding to, you know, ambassadors, champions, people working within ergs.

M **Manny** 19:31

Yeah.

Yeah.

Yeah.



Liz Pawson-Poon 19:45

People, managers, leaders, depending on the context of that change.
What are other people's thoughts on that question?



Elizabeth Pollitt 19:52

This.

I'd love to. I'd love to build on that list because there there's something that we did in a previous organisation that I worked worked for that was around viral change principles and it was identifying people that were highly connected across the organisation to help lead to that culture change.



Liz Pawson-Poon 19:56

Hmm.

Hmm.



Elizabeth Pollitt 20:11

And it wasn't based on hierarchy. It wasn't based on where you sit in the organisation, it was purely we were all asked to identify 5 colleagues that we would go to if we needed various different things or linked to influence in the organisation and that helped the core team identify who the highly.

Connected people were within the organisation. They brought them together in a room and instilled through those viral change principles kind of shared with them what the key outcomes were going to be, what their desired state was going to be, and then asked those individuals to help kind of.

Permeate the organisation and carry those desired behaviours through the organisation and challenge because they were highly connected, so that's how I interpret that. Enlist a volunteer army. It's identifying who those highly connected people are, who those people of high influence are and and great if they're both high influence and have got that.

By kind of power within the organisation and when I say power I mean seniority for example and they and they can kind of contribute to decisions being made. But yeah, that's the way I see it. I'll copy an article that just kind of briefly summarises viral

change that I've just found in the people management. Magazine. If you'll let me copy the link, but, yeah, I'd. I'd encourage you to have a look into that viral change piece.



Liz Pawson-Poon 21:36

Yeah, I think that's an awesome build, Lizzy, and also links in with the stakeholder mapping and engagement work that you will be doing as well as part of any change project. I know we've released that self LED module on stakeholder.

Mapping and engagement. Just before this week. I don't know if you've had a chance to start on that yet, but I would recommend to think about this in the context of that as well. So I guess linking in with what Lizzie is saying, it's kind of thinking about who your critical stakeholders are.

When you are driving a particular change, and as Lizzie pointed out, you know who has the power and influence that can really support you with driving that change through and communicating it to others.



Lucy Reeves 22:26

Can I add something? There's this all right? So like, just building on that, what I would say is I think the fact that it's like volunteer in, in this, you know that word is quite a keyword to me because often what we're doing when we're driving out change is asking.



Bernard Chuah 22:26

So.



Liz Pawson-Poon 22:27

Yes, please, Lucy. Yeah, of course.



Bernard Chuah 22:29

Yeah.



Lucy Reeves 22:45

People to bolt on things for their day job essentially and and I think because of that and it's not kind of dedicated paid resource time if you know what I mean, it's not like it's a key part of your job, it is that add on and I think that's why those first three.

Steps become really important because you need to create that sense of urgency and really build the motivation and the commitment in the team, because otherwise it just gets shoved down everybody else's priority list. And I think that's why a lot of change just doesn't.



Liz Pawson-Poon 23:06

Select.



Lucy Reeves 23:25

Happen because you you don't necessarily spend the time engaging with people, and you almost jump straight to the to do's and and that in itself make the battle to get the to do's done.

Much greater because you haven't, you know, brought people on the journey with you to begin with.



Liz Pawson-Poon 23:49

Yeah, absolutely. That's such a great point, Lucy. And it really underlines the importance of creating that burning platform and we need to be able to envisage that when we're getting other people, we want other people to help us, they need to be really clear on what is in it for me.

So you know, if we want people, managers and leaders to come help us with driving this culture change, they need to be, we need to make it really clear to them what's in it for them. You know, what's the benefit that they can tangibly see and feel when that change happens?

And if they see the benefit of that and they're very clear on that, then more likely than not they would be willing to make that change with us. And as you say, Lucy, on top of their day jobs.

So if you see on the screen here the these are some other change models that are often used by different companies. So there's the ACCA change model where they talk a little bit more about you know awareness desires or what incentivizes people. What benefits could could.

Support the change knowledge. You know what's the know how to create and how to sustain change. Focusing on any good skills gaps you know on ability that limits the change and then constantly reinforcing as well. So you'll see that there's probably some similarity.

Across different models, it's just how people frame it and and you know what works for particular organisations. And I would say that when we're thinking about DE and I change, it's useful to adopt, you know, whatever your company's preferred models of change are, if there is one, so that.

You kind of limit the risk of, I guess, tissue rejection. If you use a process that's already known within the organisation, are you aware of any? I guess change models that are currently already being used within Standard Chartered and Lucy appreciate that your business is quite different.

But you know you would have also worked on quite a lot of change projects as as a founder as well.

 **Lucy Reeves** 26:15

Yeah, we don't have any like set models we we just generally wing it. To be honest, I'm being completely transparent, but I this it's good to see the structure because actually I think you do some of these things anyway without going oh, let's.

 **Liz Pawson-Poon** 26:34

Yes.

 **Lucy Reeves** 26:34

Bring out the model, but I think it it just reinforces the the need for each step and for not making taking shortcuts essentially.

 **Liz Pawson-Poon** 26:47

Yeah, and sometimes it's quite difficult to do that when we're working in system one, right? So when we're in a rush and we've got to meet deadlines and we've got a million other things in our pads, you know it's quite easy to jump into action.

 **Lucy Reeves** 26:53

Hmm.

Yeah.

 **Liz Pawson-Poon** 27:03

And not focus enough on being strategic about laying those foundations, as you

highlighted before about, you know creating the why building that core team and forming that vision.

 **Lucy Reeves** 27:15

Yeah, definitely.

We think it's easier to do when you have a small team though, because you can bring people together much more easily and you can probably go through some of these steps much more quickly than if you've got like, you know, Manny, where you are.

Sounds like the organisation is huge and you burn it as well. So like.

It's. I guess it's more straightforward in a way. When you've got a smaller team.

 **Liz Pawson-Poon** 27:47

Any thoughts? Manny and Bernard on what's being done internally?

 **Bernard Chuah** 27:53

Well, to relate to the consent mechanism implementation that I we have just implemented right, we basically bring in the change and enablement team to actually move this particular initiatives you know.

 **Liz Pawson-Poon** 28:07

Hmm.

 **Bernard Chuah** 28:11

They are the one who we will provide them the key messages and they will go to the relevant platforms like what we mentioned, what I what you all mentioned just now the ergs you know the the relevant HR management team or even the relevant business functions.

To actually, you know, get them to or grow, ask the leaders or the people leaders to actually role model to to get people to go into the system and provide that consent and all those stuff. So it's a massive change and enablement team that the organisation has actually.

Have in in in this department, but I I don't think so. You know when they introduce to us this particular the thing that they do right, they will tell us the milestones, the, the, the, the, the kind of comms or even the messaging that are going out. But I don't think they they mention anything specifically on.



Liz Pawson-Poon 28:48

Hmm.



Bernard Chuah 29:07

What models they are using and all those type is it is that? Is that common or is that something that they should actually tell us so that we know which area or which model that makes it more effective of that kind of stuff? I'm not sure.



Liz Pawson-Poon 29:24

Play song.

Yeah. And I think there is no right or wrong answer because you know different organisation structure, you know their change teams differently and it sounds like you know when an organisation is big enough, they also have separate teams that you know, drive change themselves that different kind of stakeholders work with.



Bernard Chuah 29:28

MMM.



Liz Pawson-Poon 29:46

But I guess my question would be, you know to reflect on how understanding that change management model or the principles that are used within the organisation can support you with your work and also can support you with being more effective in the activities that you plan.

Plan. You know, the communications that you plan, because for me, it's sort of understanding that bigger picture on how the company is used to driving change and leveraging that when you are.

You know, making other different change projects within your team.

I guess there's there's a possibility, you know, for me, an opportunity to really ask the question, I guess to the team whether they could share a little bit more about about that.

Yeah.

Be quite interesting to see if they've got set principles that they that they work with that you can also leverage.

BC **Bernard Chuah** 30:58

I.

 **Liz Pawson-Poon** 30:58

Yeah. Go on, Bernard.

BC **Bernard Chuah** 31:01

Oh, I I thought someone else is talking. OK, maybe from from a behavioural change perspective, the one that I've heard of is more like the scarf dimension where they talk about what's the status as of that behaviour as of the start.

At initially and and what kind of behavioural certainty that we can provide to the relevant users, not sure whether you're heard of it. It's called status S certainty, C autonomy.

 **Liz Pawson-Poon** 31:31

Yes.

BC **Bernard Chuah** 31:35

R is for relatedness and F is for fairness. I'm not sure these are. Apparently this is actually one of those. You know the kind of campaigning that we are planning to do from a perspective of us.

Self ID moving forward so that there's something like a like a scarf dimension that you know we are proposing that we are planning to do with the engaging or partnering the agency for next year. How should we go about to get this across because based on the scarf dimension?

 **Liz Pawson-Poon** 31:54

Hmm.

BC **Bernard Chuah** 32:11


We are able to know what is the behavioural behavioural tensions that they have and also how do we counter that behavioural tensions like messaging the messaging opportunity that we have.


That we need to address it, that kind of stuff. So that is also another model I'm not


not sure whether is this like a change change as well, but it is like some kind of a change model on or a behaviourable change that.

 **Liz Pawson-Poon** 32:30
Yeah.

 **BC Bernard Chuah** 32:42
That the agency has proposed.


 **Liz Pawson-Poon** 32:44
Yeah, absolutely. I think I have come across it with within other organisations in the past and it's my understanding, Bernard, that you would, you would use it or think to use it to understand sort of the psychology of what people might be feeling, how they're responding to this exercise.

 **BC Bernard Chuah** 32:59
Yeah.
Correct.
Mm-hmm.

 **Liz Pawson-Poon** 33:04
In order for you to then shape you know how to communicate, how to encourage them to overcome.

 **BC Bernard Chuah** 33:09
Yeah.

 **Liz Pawson-Poon** 33:13
8.

 **BC Bernard Chuah** 33:14
Yeah. So it's more of a behavioural because people are scared, especially not to say scared, but they are sceptical, especially they don't know whether their data is safe when they declare such things or will I be like like sight line for promotions or whatsoever. If I were to share that kind of data or maybe my.



Liz Pawson-Poon 33:21

Mm-hmm.



Bernard Chuah 33:34

People leader will know that I have such data that I declare myself as as somebody you know, my different sexual orientation and all that kind of stuff. So we just want to see how how best that you know all these all these kind of tensions, right? We are trying to see whether they can do that kind of messaging behavioural messaging. Opportunity that we can counter that not sure how effective it's going to be, but we shall see next year when it comes comes by.



Liz Pawson-Poon 34:02

Yeah, it'll be really great to hear kind of your feedback on how it lands and you know what, what kind of activities has resulted from that? So if you could keep us posted, that would be great. In the meantime, it might be helpful, Lizzy, if we try and find the scarf model and we can put a link in here so that people can take a look at it in their time.



Bernard Chuah 34:06

MMM.

Correct.

OK.



Liz Pawson-Poon 34:21

As well, thank you. We'll go through as well. Part of the session later. Ron will be talking a little bit about supporting people through change and I think that deals a little bit more with the heart element. So there'll be opportunity for us to explore that a little bit further later as well. But thank you for sharing that example.

Before we dive a bit deeper, I just thought I would also just reposition and remind people about the ME as an IT model. Obviously, when we're working through the change management principles, when we're going through each of the steps to make sure that we're planning that change.

But effectively, it's also useful to bear in mind at the back of our mind, the ME asinet model. So what are the things we can say and do that will create change at all of

those levels? You know, individually within teams and also as an organisation as a whole.

So this is just a reminder, I know we've talked about this model in the past.

I want to spend just a little bit of time just to focus on the why or creating the case for change because as Lucy pointed out before, it's one of the connotation principles and it's something that we really need to get right and articulate in the right way in order to get people to come on board with the change.

With us.

You know what is going to really invigorate people to, you know, volunteer as we talked about to really kind of live and breathe, you know, driving that change with you, I guess I kind of find it quite helpful to think of it as my true north as well. And when creating any change. So I can assess.

Of all the activities that I'm planning, everything that I'm delivering to make sure that it responds to the why at any given time and we're not getting sidetracked, I guess what we mean by this is just why the change and why now what is going to be different as a result.

And I've seen in the past that these models are very helpful to use to sometimes help us illustrate that case for change. They're very simple, so the swap one is just based on strengths. You know, what are the strengths of making this change? What are the, what are the positives?

And the benefits, what's the weaknesses and what's the, you know what? What are things we need to maybe be mindful of or wary of and so that we can also respond to challenges from people. And then equally, what are the opportunities and the threats?

One thing I can see that's also linked to that is when we think about, I found it very useful using case studies as well of other organisations that have gotten it right or those who have gotten it wrong, where they've hugely missed the mark.

And that that's quite powerful, I think, to bring to life sort of what the threats are and what the opportunities are as well. And when you can sometimes link it to you know, business factors such as share prices, investor demands, you know, customer demands that can also really strengthen that case.

Change as well. I put in the head, heart and hand model here. We've talked about it in the past. You know, how can we use it to really understand how to articulate the message so that it lands with our audience? So when we're thinking about our different critical stakeholders that we need to.

Engage with and influence understanding. You know whether they will respond well to data, whether they will actually respond better with you know, compelling stories with examples, or with practical examples is really helpful for us to deliver that message and to influence the change.

Has anyone worked with any other models or tips or doesn't have to be a formal model but just a way of practise that's really helped you with building that case for change or illustrating that that why?

That you would share.

LR **Lucy Reeves** 38:35

So it's not like a formal model as such that I would say. But when I was starting the business, I read a people called a books called People of Profit and that really it's an incredible book. If you've never read it, I'd highly recommend it.

That it talks about like creating businesses with a sense of purpose that help people to connect into both from a employee, customer basis, it's really powerful, but you're having that as the basis for the business and that really gave us the platform to shape.

Of the business and what we do is whenever we get a new team member join, we give them a copy of the book and then every probably I would say like twice a year we'll have a session where we sit down as a team and we might take a particular chapter. It's not very long book. So it's quite easy to do that.

Or a particular model and we just go. OK, So what are we doing really well at the moment and where are we actually potentially shifting away from there and focusing on efficiencies.

Over purpose, because sometimes you know it talks about, you know, you go through, like different stages of the business, like honesty era versus efficiency era and then actually if you prioritise efficiencies over your purpose, you'll end up cutting corners and actually undermining.

Thing that makes you great. So we use that as a business to go. OK. So what, what do we need to do? What changes do we need to maybe make or what do we need to be mindful that we're not kind of?

Prioritising a particular goal is that is that goal really linked to the purpose of the business and the core of what we're trying to achieve. So that's really helpful from our perspective to, I guess keep us.

Or like I think for for me that brings that like it definitely plays into that heart piece

of, you know, making sure the people are really behind what we're doing, but also through the models in the book, it just gets you to it just links you into like people click into.

That's why we're doing that, which is really helpful. So I know that's not a particular change management approach, but I guess it's kind of a practise that we follow that we think really has worked for us and to kind of stay true to our core values.



Liz Pawson-Poon 41:24

Thank you, Lucy. Thanks so much for sharing. I think there's a couple of pieces to that, isn't it? Because it sounds to me as well that it's a really effective way to, you know, get leaders or get peep stakeholders in a room and get them to almost workshop what they see as priorities and what they see.

There's, you know, opportunities and threats, etcetera.



Lucy Reeves 41:47

Absolutely, yeah.



Liz Pawson-Poon 41:49

And from our experience, when people kind of suggest those ideas themselves, they are often more bought in to to the case for change as well. So it's quite a clever way of, you know, getting people involved in designing that case for change by taking their input as well.



Lucy Reeves 41:57

Mm-hmm.

Yeah.

Mm-hmm.



Liz Pawson-Poon 42:09

It's a. It's a. It's a good way to look at that, because I think often we kind of create a deck. We create a case of change and then we present it to leaders or stakeholders and say here this is the input. Now you've got to just absorb it.



Lucy Reeves 42:25

Yeah.



Liz Pawson-Poon 42:26

But I think what Lucy's sort of shared is that how do we get it into a more interactive space where we're engaging leaders and stakeholders to also be a part of that building exercise for building that case for change, which I really liked.



Lucy Reeves 42:41

Yeah, I think that Co creation piece is really important, like you said, Liz, because like it it creates that buy in and people get it. So it becomes a no brainer that they'll then do it won't won't they?



Liz Pawson-Poon 42:54

Yeah, absolutely. Thank you, Lucy and hi, Charlotte. I see you've joined us.



Lucy Reeves 42:57

Thanks.



Liz Pawson-Poon 43:00

Are you doing you OK?



Charlotte Sweeney 43:02

Hi everyone. I'm I'm good. I was just reflecting on. I've just spent three hours with an executive team doing exactly what Lucy was talking about.



Liz Pawson-Poon 43:10

Yeah.

Was it effective?



Charlotte Sweeney 43:16

Well, I I think I think it was. We're very clear on outcome. We're really clear on why and they've all made a commitment to a number of areas for next steps in 26. So it's the first conversation they've had on I and D they relate to it as I and D.



Liz Pawson-Poon 43:18

Yeah.



Charlotte Sweeney 43:33

For the past 18 months, so they've got a new chief exec coming in as well. So it was very timely, very timely.



Liz Pawson-Poon 43:41

Yeah. And I think those conversations are really helpful to hold people to account as well. So when they've signed up to it and they will agree to that case for change, it's then quite easy to kind of bring them into the process, you know, regularly to say this is what we signed up for.



Charlotte Sweeney 43:52

MMM.



Liz Pawson-Poon 44:00

Have you been delivering? You know, you said it was important to you and you said it was important to the business. What have you done?



Charlotte Sweeney 44:02

None.

Yeah, and and they've through today, they've, they've created their case for change and they've created their two priorities as an executive team. So if at any point next year they they come through and say I'm not sure they were the right priorities, then we can do the whole circle back to say but.

At this point, that's what you decided. That's what you said. So how do we progress with that? So getting, you know, is the point that you were both making, getting them to be really engaged with it and build it with you is so, so important because it supports further down the line if there's any any areas of.

Either misinterpretation or deciding that's not the direction, it's the reminder that they created it, and therefore if they want to amend it, they can, but remembering that they created it in the first lace.



Liz Pawson-Poon 45:00

Charlotte, Manny and Bernard. Was there anything else you would add to to this on creating that case for change?

M **Manny** 45:06

Yeah.

Yeah.

No. So we use a Swatch a lot, but we have something called the A3 model as well, which is quite I think it's a Standard Chartered model which I quite like is everything needs to be on an A3 piece of paper for strategy because if you can't put it on one page then.

How you're going to explain it so it's very succinct. It's to the point. So it's kind of taking the change management principle, but you know for the buy in, it really has to be in one page because that's where I mean, let's face it, anything over a minute, we lose our attention span, don't we? So some of the page is much easier to understand. Yeah.

 **Liz Pawson-Poon** 45:46

Yeah. Thank you, Manny. And it also forces us to think about the language that we use. So can we very easily articulate and explain what we want to achieve here.

BC **Bernard Chuah** 45:59

From my side, right, Charlotte, I just want to have a question with regards to what you have mentioned like down the road. If they were to change that direction, isn't that something that we as DNI professionals, which should be?

Agile enough to adapt to those changes that comes about, right? So how do we manage if it's a change management, I get it. But when it comes to that point of time or that particular milestone, they may do some tweaks.

Should we like, are we able to like accommodate it or you know towards how, how should we deal with that? I mean this is also change management, right?

 **Liz Pawson-Poon** 46:45


Hmm.

 **Charlotte Sweeney** 46:45


It is change management and it's having that ability, Bernard to be really agile with it. So if there's a change required, say for example, there may be something changed


within the organisation, maybe an area they focus on as a business, it may be a restructure or whatever.


 **Bernard Chuah** 46:54
OK.

 **Charlotte Sweeney** 47:03
Which would mean that their focus on Ind would need to shift that that we should be able to respond to as professionals what is really important, however, is to be crystal clear on why. Why are we why is that change relevant?

 **Bernard Chuah** 47:10
In.
OK.

 **Charlotte Sweeney** 47:23
And why are we doing that? Because whenever there's a shift or a change, we need to be able to articulate that and communicate that effectively with others. So it's so why is that change happening? What what is the previous way not going to do for us, what how's that going to hinder us and how's the new way going to help us or how the new focus is going to help us?
But the old focus is going to hinder is having that absolute clarity as to why? Because then that helps you in the future if anything else needs to change or does change invariably it will given business priorities. It's been really, really clear on the why.

 **Bernard Chuah** 47:49
Aye.
OK.

 **Liz Pawson-Poon** 48:04
Yeah. And I think for me, it's also assessing, you know, what changes what, how are you deviating from what we said before was important. Are we comfortable with that and it might be the case that we are, but I think it's also worth revisiting.
What we were committed to in the beginning.
Hey, I'm just conscious of time. I know we could talk about all of these principles for

a while, but what I really want to now direct everyone is to have a little bit of a think about the people we are influencing. So it might be that we need to bring in some of the heart element into taking the theory and bringing that.

To life.

So who are we influencing when we're thinking about the population and different people within organisation and also whenever we want to bring in a new theory or a new idea that we want people to be on board with this diffusion of innovation theory in the Belk?

Is quite helpful to get us thinking about who people are, where they might sit in in the bell curve and how to structure our change process and our ideas in a way that's effective for us. So this theory was originally created really to think about spreading new ideas.

And innovation and in every population you're going to have people who are innovators. They're so they're quite small. There's only two 2 1/2 percent on average, of people who are innovators. So they're really the first people who are very curious, wanting to experiment. And they may be entrepreneurs like.

People like Steve Jobs and then there are the early adopters who are probably about 12.5% of the population and they're intrigued by how new ideas and products can be helpful. They have a quite good risk tolerance, so they want to do things earlier than others.

So they kind of come closely after the innovators, and then there's the early majority, who's about 34% of the population, where they're more cynical. They're maybe a little bit more conservative. They do like new ideas, but they kind of want to know that it's something that's going to work that's going to be useful.

I probably put myself in in this category, and then there's the late majority of people who are quite afraid of risk. They're really quite doubtful that new ideas are really going to help them. So there's about 34% of them. They want kind of finished.

You know, proven ideas and not really willing to take risks at all. And then they're the laggards who basically are resilient to any change and they probably will come along with you, baby, maybe because they have to. So they're probably more often than not dragged into the change itself.

But thankfully, they're about 16% of the population, so obviously, you know this is a general bell curve and there'll be trends like this that's going to be relevant within your organisation, but your organisation will also have variations of this depending on the type of organisation, the number of.

Employees and so many different factors as well. But what's important to bear in mind is that I guess research has shown that you have to achieve around 15 to 18% for real market penetration of a of a new idea. So to reach that tipping point which I mentioned before, where any new.

The idea just takes off. You need about 15 to 18% of Real buy in and people using it and demonstrating it for the rest of the population to kind of follow. So in respect to the early majority, they will always try something, you know when others have.

So it's kind of thinking about who are the people that we really want to target and get on board. You know, when we're thinking about enlisting that volunteer army, when we were thinking about Qatar's change principle, who are the people that we really want to get on board 1st?

And who are going to really take to it and and communicate that change. And there's probably a little bit of a kind of combination of them being innovators and early adopters or people in the early majority, but also a combination of, you know, when you're doing your stakeholder.

Management and mapping. Who are the people who have, you know, the higher levels of power as as well as influence. And if you've done that model, that module we also highlighted that that doesn't necessarily come with seniority or you know people who are higher up in the hierarchy.

So when we when Lizzie mentioned earlier, who are the kind of connectors and the networkers who have people, listen to them, you know, who who speak a lot, who influence a lot.

So I guess I would love to, you know, just pause for a bit and you know, get your thoughts on where you should, where you feel you should be spending your energy and also thinking about, you know, the stakeholders that you work with, how do you identify, you know, if they're innovators, if they're early adopters, where they are in? In that bell curve.

Any thoughts or any previous experience in you know using this to support you with your work at all?

M **Manny** 53:45

I'm I'm happy to go so on on some projects, it's really been on those early adopters, kids, you can get a good story. So if if I can win them over.



Liz Pawson-Poon 53:58

Hmm.



Manny 54:01

And get their buy in then it's almost kind of like a knock on impact. People can see the benefits of it that are great, that works really good. I'll give an example like I'm running or designed to reverse mentoring programme.

And there's some ergs which are already doing them, but if I'm trying to get buying from all the ergs to do do that, so the ones that are already doing it, I've got some good points of data, some good examples, and really trying to sell that. So the other ergs do it. So yeah, I'd say early adopt is probably where I was.

Red mine in June.



Liz Pawson-Poon 54:39

Thank you, Manny. And that's a great example.

Bernard umm.



Bernard Chuah 54:46

The graph really helps me to reflect on my on my weekly consent adoption report that I am getting from from the colleagues of my, I mean from the Bang White. You know the numbers that you all have put in the innovators is when at the early stage it is so protected.

In terms of the numbers that we get in for July's implement, when we implemented it in July, it's around 2.5%, but I think that is more towards, you know people. It's like it is very different from from what I'm actually gathering.



Liz Pawson-Poon 55:12

Mm-hmm.



Bernard Chuah 55:22

But what I feel from this graph is that you know it's more towards what's in it for them. I don't think so that the the percentage really tells a story, but I feel that if it's more of the people who has more.

Who is more of driving it or even getting the most benefit out of that particular

change? They would be the one who actually will try to be the innovators and the early adopters for it. So for instance.

I mentioned to you about consent. You know the the consent mechanism that we that we try to get people to, to sign in or to to consent, right. I feel that the HR data governance team or even the the employment legal team.

And even they are the one who is the earliest one who can be easily influenced, because this is something like that, that commitment to make sure that we are we are accordance to the GDPR and everything to to, to be. It's like some kind of a.

A regulatory kind of ruling that needs to happen. If not, we cannot simply collect sensitive personal information. So that's where I feel that when it comes to innovators, early adopters, it's depends on who is getting the most out of it.

The benefit and whether it is to address their regulatory or the the requirements that they have and the third one I would say early majority that would be would be the next to be easily influenced is the tech enablement team, which is of course the people who is going to make sure that the the, the, the touch points between.



Liz Pawson-Poon 56:45

None.



Bernard Chuah 57:04

What is required from legal employment and data governance to to make it happen to make it implemented? That's where the tech enablement team would be. The early majority kind of innovation. So yeah, that's how I that's how I.

Identify my my stakeholders from that perspective based on the based on the project that I've currently did. So coincidentally we were talking me and many were talking with HR this evening of our time, right? So basically right, it's much easier to get his.

In because in a way it actually impacts, you know, when it comes to regulatory changes and everything, it actually impacts Reese as well from a people's risk perspective. So the call was quick. I mean it's like 10 to 15 minutes and he's.



Liz Pawson-Poon 57:51

Mm-hmm.



Bernard Chuah 57:57

Immediately he is able to buy into our idea that you know he will reach out to the respective risk cluster heads in order to get the things moving, yeah.



Liz Pawson-Poon 58:08

Yeah. Thank you, Bernard. And what I'm hearing is that it's useful to bring in sort of what benefits, you know, the people stakeholders will gain from this exercise to further encourage them to to kind of be your volunteer army and and drive change with you.



Bernard Chuah 58:10

Yeah.

Yep.

Mm-hmm.



Liz Pawson-Poon 58:26

How easy do we think it is to, you know, identify whether the stakeholders or the key stakeholders? We're working with what group, you know, do they do they kind of fall into, you know, how do we know?

How can we find out you know which of our stakeholders that we often have to work with are innovators or early adopters or people in the early majority.



Bernard Chuah 59:01

I would say it all depends on the work that.

That the the the project that we are trying to drive or initiate.

Yeah, I mean, that's the thing that I can say, but.

By all, it still comes with experience in terms of, you know, the way we interact with each other throughout the year or throughout the particular project, right? We will, we will know that kind of sense that kind of urgency or the importance.

Yeah. Yeah, that, that that's the only way I can look at it. Like for instance, another example I would say like for instance, like we want we it's post 90 days and we have DNI data in the system which has no.

Consent, which is. There's no there's no consent provided, so data governance is very is very supportive that you know it should be deleted ASAP, but from a DNI perspective, right from US perspective.



Liz Pawson-Poon 59:57

Yeah.



Bernard Chuah 1:00:11

You delete or not delete. I mean if you don't, if you delay the time of deletion is it is much beneficial to us because we can still continue to get that insight. So from that perspective, right, DNI, we will want to take a step back not to not to rush that process of deleting it.

But data governance, in a way, is rushing us to delete it, including the legal employment people as well.

So the the the table now has turned in in that manner. That's how I look at it.



Liz Pawson-Poon 1:00:42

Thank you, Bernard, were you going to unmute as well, Manny?



Manny 1:00:47

Yeah, I didn't. Maybe I'm just looking at this too. Simplest in too much simple way, but is it not just like the longer the time you leave it, that's when you're going to get late majority, that's when you're going to get the lag is it's kind of like a time scale. Yeah.



Liz Pawson-Poon 1:01:05

Yeah, there isn't. No, there is an element of time scale, but then I guess there is also an argument that if the tipping point isn't reached. So if that 15 or 18% isn't reached, then that culture change might never happen. So it might just fall off. So there might be a few, you know, a select.



Manny 1:01:05

I I didn't.

Goodnight.



Liz Pawson-Poon 1:01:25

Group in the you know, thinking back on the inclusive behaviours piece we talked about before, there might be certain leaders who kind of demonstrate that or role

model that, but not enough people have then taken it on within the organisation. Because we haven't planned for it systemically, and that tipping point hasn't been reached and then it then just becomes OK, well, it's not business as usual. It's not a business imperative. And then you can kind of see organisations kind of go back to where they were before.

So there is an element of. How do we engage enough people to get to that tipping point to then ensure you know the early majority and the late majority do follow?

 **Manny** 1:01:58

Yeah.

Yeah. No, I like that, Liz. You know, I kind of call this, like, flogging a dead horse sometimes. Yeah. Forget to like. I mean, let's face it. Yeah. Some projects. You're only going to get the early adopters and then get came over. I know. Bernard, who's spoken about this with concept mechanism you had like.

 **Liz Pawson-Poon** 1:02:17

Yeah.

 **Manny** 1:02:28

We've tried everything from campaigning to, I mean literally you, you put your heart and soul into it, but it's just not moving. So we got to the stage where we're just maybe flogging a dead horse, you know? Do we do we we go back to the strategy board and we think.

 **Liz Pawson-Poon** 1:02:46

Yeah.

 **Charlotte Sweeney** 1:02:48

Just just building on that because, yeah, I was chuckling when you said that, Manny, because, yeah, I think I've I've flogged many a dead horse over many years on on this agenda and I guess the the question that I constantly ask when people are not engaging and not interested or from my perspective.

 **Liz Pawson-Poon** 1:02:56

Yeah.



Charlotte Sweeney 1:03:08

Not interested. It's that it's that honest conversation to say so. What? What's happening for you not to be engaged in this? Why? Why? What is happening? Is it you? Don't believe it's important. You don't care. You feel that it's going to have a detrimental impact on you personally.

You haven't got the time. You don't know how to do it. It's having that conversation to then say so. What is it that's stopping you? What is it that's stopping you doing it? I'm just thinking about the conversation I had this morning with an executive team. And the comp, they were really focused on what are the big changes we can make in the organisation to make it more inclusive. And my pushback was what's stopping you bringing the conversation around the decisions you make in the boardroom? Stopping what's stopping you asking the question is the decision we've just about we're just making going to help us create a more inclusive workplace or is it going to hinder us create a more inclusive workplace? And if it's going to hinder you then it may be the most appropriate decision for the business at this time. But be really clear that it's.

Tendering you and my question to them was what's stopping you having that conversation right now?

And it their their response was lethargy. It's just not in their consciousness in their overt consciousness to have the conversation now. So there's there's those elements of of asking the question what's what's stopping you engaging in this? Because it could be something really, really simple that we've not even thought about.

That we could change quite quickly that would increase that level of of take up and adopting.



Liz Pawson-Poon 1:04:59

Lucy, I saw you and muted just then. Was there something you wanted to share?



Lucy Reeves 1:05:04

Yeah, there was. So I'm I like, thanks for clarifying point on time because Manny, my head was where you were at and when it was around time. So thank you for that. What this kind of graph has made me think of is almost like.



Liz Pawson-Poon 1:05:11

I.



Lucy Reeves 1:05:21

Like the at the macro level, how things are in terms of attitude around inclusion and and how actually we were probably there was a lot more momentum and innovation coming to.



Liz Pawson-Poon 1:05:30

Hmm.



Lucy Reeves 1:05:38

Give innovation, innovation, inclusion, time, resource, previous and and I think we've almost seen a swing back.

Back, haven't we? So is this something that you you see as being really fluid rather than actually, we've captured the innovators. We've captured the early adopters.

We've captured the early majority, so they're static it from what you're saying then it's that wouldn't be the case and things.

Can flux and change all the time? Then you can go backwards on this.



Liz Pawson-Poon 1:06:16

Yeah, I think so, Lucy. And I think it's them thinking about if we need to reframe and reposition and rebrand what we're doing, we almost would need to start afresh, weren't we? Because it's an entire different message.



Lucy Reeves 1:06:27


Yeah.

Mm-hmm.





Liz Pawson-Poon 1:06:32


Even though the fundamentals I guess and what we what we want to achieve might be quite similar.

 **Lucy Reeves** 1:06:38
Play song.


 **Liz Pawson-Poon** 1:06:38
Yeah.

 **Lucy Reeves** 1:06:39
Yeah, yeah. And we're having a similar conversation internally at the moment around how we almost rebrand and repackage all of the work that we're doing so that we can subtly bring people on board and engage them in conversations around, you know, being more age inclusive rather. Than labelling it as an EDI conversation.

 **Liz Pawson-Poon** 1:07:02
Yes, and it achieves a similar goal, doesn't it?

 **Lucy Reeves** 1:07:04
Yes.
Oh, it achieves the same goal, but you know, if we're, if we're lucky enough, we're all going to get older, right? So that's something that everybody has buy in and it's a priority for everybody because nobody wants to get up to a particular age and then not be considered for jobs because of their age. So that you're you're bringing, you're engaging them with them straight away rather than going. OK, let's have a conversation around Ed and I immediately, people have an assumption around that. They have a lens or a viewpoint on that, and it there can be more resistance than.

 **Liz Pawson-Poon** 1:07:40
Yes.

 **Lucy Reeves** 1:07:44
Going into that conversation.

 **Liz Pawson-Poon** 1:07:47

That's a great point, Lucy, and it's definitely something we're experiencing and our clients are expect experiencing as well.

LR **Lucy Reeves** 1:07:53

Mm-hmm.

Yeah, that's good to know.

 **Liz Pawson-Poon** 1:07:59

Yeah, but it's it's perceptive and it's using, I guess it's sort of just using the similar to using the head, heart and hand model, thinking about how, how are we going to influence the people we need to influence in the most effective way as possible?

LR **Lucy Reeves** 1:08:15

Yeah, 100%.

 **Liz Pawson-Poon** 1:08:18

Hey, I think that's yes.

BC **Bernard Chuah** 1:08:19

Question.

LR **Lucy Reeves** 1:08:19

Thank you.

BC **Bernard Chuah** 1:08:22

Is do we in? Yeah. In change management, right. Do we consider over communicating as something bad or is it is there's no right or wrong answer to it because when we over communicate this is what this is the feedback I get from the C&E or the change and enrollment or even the the the Coms seems that.

LR **Lucy Reeves** 1:08:22

I just said thanks that's also.

BC **Bernard Chuah** 1:08:42

People are feeling very, very lethargic and that's the reason why your your your

numbers are not going up. Is there such thing as over communicating in change and in change change management.



Liz Pawson-Poon 1:08:55

I mean my I'll share my perspective and others feel free to jump in. I guess there is no right or wrong answer in how much you communicate depending on the change project. But when you're saying over communication to me that has reached the point where perhaps the communication is no longer.



Bernard Chuah 1:09:07

OK.



Liz Pawson-Poon 1:09:15

Making the impact that it's meant to be making. So I guess my question will be, you know, how is the communication being formulated, you know, what does it look like? Are we communicating the same message over and over again?

Is there too much information in each of the communications so that people are sort of, as you say, glazing over or, you know, becoming immune to it?

Are there different ways for us to be able to communicate that could freshen you know what we've how we've done it in the past?



Bernard Chuah 1:09:54

Hmm.



Elizabeth Pollitt 1:09:56

Just to just to build on that, Liz, I think there's also the question of the different ways in which we communicate and what might be undermining the principal communication. So if you're, if you've got a communications plan that's setting out the how we're going to create that behaviour change and culture change in the organisation.



Bernard Chuah 1:09:56

OK so.



Liz Pawson-Poon 1:09:59

In.



Elizabeth Pollitt 1:10:15

And then you've got leaders in the organisation who are perhaps behaving in a way or responding in a way that directly contradicts what we're communicating as a business. That level of communication isn't always considered as a formal communication medium, IE how the leaders are behaving and showing up. But I think if we.



Bernard Chuah 1:10:15

Hmm.



Liz Pawson-Poon 1:10:22

Hmm.



Elizabeth Pollitt 1:10:33

If we fold that into our communication plan and thinking and address when leaders are perhaps behaving in a way that isn't aligned and might undermine our message, then then that can help us mitigate some of that fatigue and lethargy because we've all been in situations where we're saying or the organisation wants us to.



Bernard Chuah 1:10:49

Mm-hmm.



Elizabeth Pollitt 1:10:53

I don't know behave collaboratively, but this leader consistently doesn't open up the door for or invite different views and perspectives. Therefore, how seriously do we take this as an organisation? So I think it's also thinking about those kind of non formal mechanisms of communication too.



Bernard Chuah 1:11:10

OK.

Got it.



Liz Pawson-Poon 1:11:13

You're the same.

OK, that was a really great discussion. Thank you everyone for your inputs. I want to take us now to thinking about leading others through change. So we talked a little bit about who we're leading, who we're influencing and it's now important to think about some tools that might be able to help.

That think a little bit more about the emotional journey of change and it's important to consider if we are to bring the heart into the change because at the end of the day we're dealing with humans and it's understanding the human flow of change and how people will be feeling as we are introducing new ideas.

There's new ways of working into into what they know and what they're comfortable with, especially when they're thinking about, you know, people who are in the early majority, late majority, you know, like it's how do we make them feel comfortable and and come through with us on the change.

So this model that I'm showing now is called the change curve and it was developed by a Swiss doctor called Elizabeth Kubler Ross. She originally developed this model to explain the process of coming to terms with grief. Actually. So outside of the organisational context, it's very personal.

Personal model on death and grieving for loss, and it's since been a well established way really of understanding kind of our reactions and our human reactions to significant change, both individually on a personal level, but as well as organisationally as well.

Is anyone familiar with this at all? Yeah, I've seen Manny nodding. It's interesting because.



Bernard Chuah 1:12:57

Seems like a kovid kovid pandemic kind of curve as well.



Liz Pawson-Poon 1:13:03

Yeah, absolutely. That's definitely something that we could apply in, in, in terms of COVID the personal circumstances people have been experiencing through that as well as the new change in ways of working how we live our life, especially during those constricted periods of time as well.

And interestingly, I was kind of when I was pulling this content together. I was also

thinking about this in, you know, my personal example of motherhood as well. You know, I've definitely gone through all of these emotions and all these stages of change. While I've had, you know, two kids recently.

What really struck me, I guess when thinking about this is, you know, I guess you know, thinking about each of the stages, you know, first you might react kind of shock, you know, with surprise at the event or or the change that's imposed on you. There might be a little bit of a denial. So you might be looking for things.

To suggest that this might not be the case long term, you know we might be asking myself, you know, this can't be, you know, it's it's going to go away in a second. Then there might come, you know, frustration, you know, anger that this this change is happening to you and that you're going to have to go through this you might be wanting to hold on.

On to to things that you have in the past that you really value, then there's maybe an experience of depression. So and maybe a period of low mood after that angle or that frustration where you have a bit of lethargy or act lacking energy.

And then when you kind of go up the curve on on the other side, there might then be room for opportunity to experiment, to engage with the new environment or new way you're working there might be a decision to sort of be positive to learn more about how things work in, in the new environment.

Environment or situation? And then finally when when the change settles, you get to, you know, the integration stage where it becomes one and whole with you know your person. When I was thinking about this, I was you know reflecting on do we give everyone or individuals sufficient space to go through these different stages.

When we're bringing through these changes within organisations and you know what are people, managers and leaders, roles in all of this, you know, what is their role in acknowledging that this is actually what people are going through when we say to them, we want to change the way we work, we want to change the way we recruit.

Who want to change the way we work with each other? What are leaders roles in in making sure that people are supported in that change? And do we give people the space to experiment? So there's this element here of experiment. Is it safe for us to try new things?

And and to sometimes make mistakes to fail and how easy is that for a topic like DE and I and and culture change?

Any reflections?

Any thoughts? Additional comments?



Elizabeth Pollitt 1:16:06

They're really useful just to use this to also self abuse. Have that self-awareness and build that into your conversations with others to just call out. I'm, I'm here on the change curve and recognise that particularly in a lot of the change that we'll be implementing from Ade and I point of view.

There is a high level of emotion that's required, an emotional labour that's required of us. So being able to pinpoint, I'm at this point in the change curve. I've personally found that quite helpful for helping to open that conversation up with others and just humanise and and normalise it a little bit as well.



Liz Pawson-Poon 1:16:43

OK, let's see.



LR Lucy Reeves 1:16:43

I just. I just had a question around like change weariness because I'm you do hear that quite a lot, don't you? It's like oh, another change or something else is changing and you know, do you find that people when they are tired of change like go? To a particular point on the curve.



Liz Pawson-Poon 1:17:08

And do you mean do they kind of, you know, instinctively jump to a specific point and and stay there longer than others as well? Yeah. I would say that a lot of the, I guess the more negative or the more difficult and challenging parts of the curve can can manifest and I'm.



LR Lucy Reeves 1:17:14

Yeah. Today, yeah.





Liz Pawson-Poon 1:17:28


Sort of. Just also thinking about, you know what, what you said Lucy, you know where organisations have constantly gone through restructures. You know, we've worked with quite a lot of companies before where they've had a restructure and


then something else has come in and they've restructured their leadership team again and you know.

That kind of then gives people not much space really to get to the point of, you know, experiment decision and integration because they're then constantly sort of in that state of shock and denial or volatility.

 **Lucy Reeves** 1:18:00
Mm-hmm.

 **Liz Pawson-Poon** 1:18:01
Which then makes it quite difficult to to also deliver business as usual.

 **Lucy Reeves** 1:18:07
Yeah. OK. Thank you.

 **Liz Pawson-Poon** 1:18:09
Do you have any perspectives on that, Charlotte or or Lizzie that you would add?

 **Charlotte Sweeney** 1:18:15
The bit that I would add.
When I see people fatigued with change in organisations, there's usually two of the biggest issues are one around communication, so it goes back to your point, Bernard, you asked about is there ever too much communication? It's either fatigue can happen.
And there's lack of clarity as to why the change is happening, and there may be a point where there's a lot of communication happening, but the I wouldn't say the directness, but the quality of the communication is not good, so there's quantity, high quantity, but the quality is not good and it's not giving people what they. Need so I see a lot of fatigue when there's no. There's limited clarity on the reason why the change is happening again or something different. The second one is where some change is happening and then some other change happens. But what doesn't happen in between all of that is that all the loose.
Sense of.
The original change and not wrapped up or not finalised or not brought to a conclusion and I hear a lot of people in those instances get really fatigued around

the change because they feel they're going around in ever decreasing circles. It's just as if it's change for change's sake that it's going around in a.

Circle rather than going in around in a circle and moving on, so they're usually the two biggest issues that I see on that Lucy and it comes back to a lot of a lot of it comes back to frustration that I see when it gets to fatigue that they're not actually seeing the change that was promised.



Liz Pawson-Poon 1:19:54

Mm-hmm.



Charlotte Sweeney 1:20:00

They're not having clarity on why a different change is happening and they're not seeing a conclusion of an initial piece of change ready to move on to the next.



Lucy Reeves 1:20:12

Yeah. I think like from my personal experience, that conclusion piece is so important because I've worked in big organisations previously where actually a change has come out. And then, oh, somebody else has stepped in role in a senior position and go on. Oh no, we're not going to do that anymore.



Liz Pawson-Poon 1:20:32

The.



Lucy Reeves 1:20:32

So that gets scrapped and then they they have their own agenda or, you know, something that they want to roll out. And so that gets taken that carries on and then somebody else might come in and oh, no, we're not going to do that anymore. And I think because you don't have that completion then when.

That then when more change comes through, people almost disregard it because they're like, oh, it's never going to happen anyway. And yeah, so they they like when it I guess that takes us back to the the previous model that we looked at around people's engagement really.

And so it means that it never truly gets off the ground.



Liz Pawson-Poon 1:21:15

The.

Yeah, that's right. And I think it also strikes me, I'm thinking back at the people who I've worked with and organisations where they're constantly in that state. They also, I think, linked with that frustration. It's also linked with how tired they often seem because.

Imagine being a, you know, having to deliver your work and your business priorities in that state of frustration and volatility the whole time. But yeah, it does get into a little bit of a vicious cycle of quite an unhealthy.

Kind of work environment and working way of working, doesn't it?

Thank you, Lucy, and thank you, Charlotte, because you've talked a little bit about conclusion, which then also ties us very neatly with, you know, thinking about how to carry people through transitions. So we talked, talked a little bit about how people might be feeling and what they might be experiencing. When we looked at the.

The couple of Ross change curve earlier on, but what we can now think about is I guess the transition periods that people people go through and you know part of taking people through change and leading them through change is to acknowledge that we might be have to kind of support them and take.

The various stages and through change to help them get to the other side of it. So William Bridges is a change consultant and he wrote a book about managing transitions and he put forward this model that you know, every change has endings, a new.

Zone and also new beginnings. It addresses people's kind of emotional reactions to change and help us understand, and I guess pre empt and plan for what these psychological shifts will be and how to kind of shape efforts and behaviour to support people through it.

So going through that very briefly, you know, funnily enough, it's a bit of a contradiction, but change really happens with endings. So this is where that initial stage where individuals recognise what they are letting go of and what they're losing, what's changing.

What are they losing? They assess what is being left behind as well as what will remain so. This could relate to relationships, ways of working, their workflows, who their team is, who their colleagues are, what locations they they work in, etcetera.

And then there's the neutral zone. So this is the second phase of transition. It's neutral. It's sort of in between where the old has ended, but the new isn't fully in place yet. And during this time, people could experience uncertainty as they redefine

their roles, what's expected of them as you form.

New processes and adjust to their sense of identity as well. It's very important at this stage to think about how we support people, to provide guidance, lay the groundwork for the new beginnings as well, and to help people understand what what the change will look like and what their role will be in that.

There is some flux and volatility in this period and I think this kind of ties in quite well with you know what Lucy was mentioning earlier where this could also be the stage where people are at before a new change keeps happening to them as well. And then there's the new beginning. So when transitions are handled well, there are fresh perspectives.

Fresh values. There's a renewed sense of direction and a developing identity as well, and individual step into new roles, I guess with clarity about their purpose. If it's done well and if we support them in that direction.

I guess it's important just to really think about how often you know, we call out these different stages when when we're working through change and how might doing that help with supporting individuals through that change as well. So for example, we might be able to recognise to people you know, it must be frustrating for you that you have to lose.

You know your way of working. You're losing your team, or we could acknowledge that it must be hard working in the state of neutrality, a bit of flux and a bit of uncertainty. And what role do we play as change leaders as well as the leaders who are managing people in asking those.

Questions and ensuring that people feel supported in that change.

In this next slide and you know you can definitely take this away as well and and think about this further. We thought it would be helpful to provide just a few examples of what leaders can do and what you can do is change leaders to support people with going through the various stages of the change curve.

So for example, when people are feeling a denial, what we can really do is to provide that very clear information to set their expectations on what will happen. And it's also our role to really listen actively and to understand, you know, what their concerns are. Is it because they're too tired?

Because they feel there will be challenges when people are experiencing frustration, what we can do that's helpful is to empathise with that. You know, use those acknowledging statements. Give people that space to acknowledge that loss or that frustration.

When people are going through that low period or depression, what we can offer is support or examples. You know, maybe some good news stories. You know, those early innovators or those early adopters. What are they doing? You know, that could maybe shine a positive light on some of that change.

It's also important for us to validate those feelings, and then we get to the experiment stage where it will be great to encourage ideas. You know, how do teams invite those different perspectives about how to do things differently in the new normal? How do we celebrate small wins and profile?

Those you know, use those as case studies and role modelling. And then there's the integration elements. So how do we keep reinforcing the new behaviours so that they become, you know, business as usual? How do we integrate it into our ways of working our regular daily activities?

And touch points with each other as well. So this is just the start of the 10 and I'm conscious that I've been doing quite a bit of talking. So what we want to do with just a little bit of the remaining time that we have together is get you to have a little bit of a small group discussion.

And because it's a small group today, what we might do is maybe put you all together in a breakout group where you can brainstorm and have a little bit of a discussion about a specific change that you are leading on. And it could be something that you've already shared on the poor today.

Or that you've been involved with in the past and I want you to think specifically about the heart element. So how would you support others as they transition through the change? I know we talked a lot about theory today, but it would be great to focus a little bit on the heart element because I know that sometimes it's quite.

Helpful to chat that through with others and then I want you to also use the me as it and maybe you think about the head button hand model as well to support you a little bit with your response. I see Manny, yes you did. You did let us know, didn't you that you have to hop off early and that's absolutely not.

Problem at all, and if you're comfortable with it, Lucy and Bernard, would you be comfortable with having that smaller group discussion as a pair?

Are we still good for time and from your perspective?

Yeah, that's fine.

Mm-hmm.

 **Bernard Chuah** 1:29:24

Sure, sure.

 **Liz Pawson-Poon** 1:29:28

Are we clear on what we need to discuss? Any questions?

 **Lucy Reeves** 1:29:35

No, not from me.

 **Bernard Chuah** 1:29:38

No.

 **Liz Pawson-Poon** 1:29:41

In that case, Lizzie, are you comfortable to put Bernard and Lucy in a breakup group so that you can chat away freely without us listening, and then we will probably, I think, given it's just the two of you, we'll bring you back maybe in about 10 minutes.

 **Elizabeth Pollitt** 1:29:52

Yeah.

 **Liz Pawson-Poon** 1:29:58

And then we can use a little bit of time just to debrief from what you discussed and then we can even close the session a little bit earlier if that works for everyone. Does that work for you?

 **Lucy Reeves** 1:30:09

Yeah.

 **Bernard Chuah** 1:30:11

Sure.



Elizabeth Pollitt 1:30:12

Well, I'll open the rooms now.

BACK FROM BREAKOUT ROOMS



Liz Pawson-Poon 0:40

Hello.

Just you, Bernard, have we lost Lucy?

There, us.



Bernard Chuah 1:04

Audible now.



Liz Pawson-Poon 1:06

Yes.



Elizabeth Pollitt 1:06

Yes.



Bernard Chuah 1:07

OK. Oh, we have lost Lucy. You didn't bridge her in.



Liz Pawson-Poon 1:12

We've lost her in the transition.



Elizabeth Pollitt 1:13

She's made it back.



Bernard Chuah 1:15

OK. Transition, huh? OK, she's back on.



Elizabeth Pollitt 1:16

Hear it?



Liz Pawson-Poon 1:17

There she is.



BC Bernard Chuah 1:20

Yeah.



Elizabeth Pollitt 1:20

So we thought we'd lost you in the ether.



Liz Pawson-Poon 1:25

Can you hear us, Lucy?



BC Bernard Chuah 1:29

Think she's on mute?



LR Lucy Reeves 1:30

Oh sorry, I was chatting away to you all. Then I I was literally just came out of the breakout room like it said. The 10 seconds and then the whole it just closed. I was like oh, it just closed. I didn't touch anything.



Elizabeth Pollitt 1:45

It's quite abrupt, isn't it?



LR Lucy Reeves 1:47


Yeah.





Liz Pawson-Poon 1:49


I'm glad we found you again, Lucy. And you know, thank you. Yeah, and thank you both for all your contributions so far. Because I know it's been a smaller group. So you know, you're both and. And Manny has as well have, you know, kind of


constantly contributed quite a bit more throughout throughout the session. So really appreciate that.


 **Lucy Reeves** 1:49
Yeah.

 **Bernard Chuah** 1:52
Transitions.


 **Lucy Reeves** 1:54
Yeah.

 **Liz Pawson-Poon** 2:08
Were you able to share a couple of key takeaways from your conversation at all, Bernard and Lucy?

 **Lucy Reeves** 2:17
Yeah. I think one of the things that came up for us is obviously we're in very different environments like Berman's in a massive organisation versus you know me having smaller team here. And I think change.

 **Bernard Chuah** 2:18
Oh damn click.

 **Charlotte Sweeney** 2:25
And.

 **Lucy Reeves** 2:36
Across a large organisation is much more difficult. That's my that's like my insight because it's very difficult to engage and prune people on that journey. And when you're working across.
Different continents, essentially, and it makes it very difficult to do that would be kind of my one key takeaway from our chat.

 **Liz Pawson-Poon** 3:04

Thank you, Lucy.

What would you add, Bernard, anything?

BC **Bernard Chuah** 3:10

Well, so most of the time, right when it comes to communication, as in we we don't able to see each other face to face. So what we do is that we jump into a calls and the only way that we can try to understand using the head heart and hand right is. Basically, through people's tone of language, how? How is that tone? Like? How is that body of language? How is the expression like sometimes and sometimes right, being a project manager leading this right?

I have to be portrayed as someone who is very, very stern in a way, because if not, people just don't, don't take you very, very seriously and just things just don't get moving. So that's how I I that's how I look at change.

In a way, when when we want to lead change we we we got to have that kind of the kind of upper hand in terms of you know being that the bad guy, I would say. So I every time that's why I always neutralise it or balance it with my people leader who is a much more.

You know that kind of more near the the people person, that kind that the human people, that kind of course there's advantages and disadvantages to it. But at the end of the day, you know from my perspective is.

Is it when it comes to change really doing change or even leading change is matter of getting it to the end of the line. So that's one thing that I found when when it comes to, you know, going through the.

The the process of changes that that I'm going that that the the organisation or myself is going through.

Yeah.

 **Liz Pawson-Poon** 4:58

Thank you, Bernard. I guess your example is sort of how do you enlist others to kind of support you with, you know delivering that message or you know asking those questions? I guess my question is, you know, to what extent do we have people on the ground or people who are closer to?

You know different regions because we're talking about global regions as well who who we can enlist to support us with this, because every office, every region is going to have their different, you know experiences.

Do you brainstorm a little bit more about, you know, other actions that you could take to support others as they transition through the change? Anything related to the heart element?

 **Bernard Chuah** 5:48

I think from my perspective right final lap of the comms that we are trying to do, we actually try to reach out to the specific cluster of hits where we have. We use examples you know we we because we understand that you know we we have hits of HR.

For in the respective countries and respective markets. So using they would then they would know their norms in terms of how their employees react and everything. Sorry. So because of that, right.

 **Liz Pawson-Poon** 6:23

All good.

 **Bernard Chuah** 6:26

Because of that, we we try to use that particular channel by telling them that, hey you, you, you, you have to understand now you know the the the rates, the declaration rates for each and every market is rather slow. Excuse me.

Sorry. So we told them that, you know, if it's hard, hard to hard talk, it's mainly using going on calls, sending them communications saying that you know if there is a way that you know how best your your your respective colleagues or employees react in that market.

Maybe there's one way that you can try to help to drive those numbers. So that is from the heart to heart kind of talk that we we actually embarked on as well.

 **Liz Pawson-Poon** 7:14

Yeah. And it's taking that local approach right, based on what works.

 **Bernard Chuah** 7:15

Yeah.

Yep, correct.

 **Liz Pawson-Poon** 7:20

Great. Well, thank you and I'm sure you can both Lucy and Bernard, you will continue to reflect on this after the session as well and conscious that you've both contributed quite a lot throughout the session and and you must be tired as well. Bernard, I'm noting that it's evening time where you are.



Charlotte Sweeney 7:31

No.



Liz Pawson-Poon 7:38

I just thought it might be helpful before you leave if you know you have any final reflections, you know one reflection after today's session and also think about one action that you're going to take based on what you've heard today. If you'd rather put it on chat, please feel free to do that.

And you know, we'd be really keen to hear any updates and and to hear about your progress as well after this call, really keen to hear about you know some of the projects that you were talking about Bernard and and how that kind of change you know goes through that change process between now and now and next year as well?



Bernard Chuah 8:17

So I would say the the keyword over here when it comes to change, right, sometimes the the phrase fight of of lead, the one you the one that you all have been talking about. It really helps in a way. It's really, really helpful those. That's the reason why now that we are coming to a year end, we are trying to.



Charlotte Sweeney 8:25

Huh.



Bernard Chuah 8:36

To stop, get the breeder come next year, we have to come back again stronger with the agency working or partnering with the agency to use the scarf modelling that the scarf model that just explained to fight on to get self ID to get the declaration rates up. So that's the plan.



Charlotte Sweeney 8:54

Hmm.



BC Bernard Chuah 8:56

We are working on, so hi all awfully is is a very good thing in DNI would say.



Liz Pawson-Poon 9:04

Thank you. And sometimes it's also it's there's value in kind of taking that pause, isn't it? And coming back again with renewed momentum as well?



BC Bernard Chuah 9:10

Yep.

Correct.



Liz Pawson-Poon 9:15

Any final reflections or action points from you Lucy?



LR Lucy Reeves 9:19

Yeah, I think it's a really nice time of year to do this because like we're saying, it's like the planning for next year, like Bernard was saying and actually that like just just almost having the refresh of some of those models and looking at where we need to take people.



Charlotte Sweeney 9:29

Yes.



LR Lucy Reeves 9:39

And the journey that we take them on and I guess it's coming at the backdrop of us, we just had a whole kind of business strategy workshop and looking at what does that look like over the next kind of five to 10 years and it's really good timing for me to be thinking about weaving some of these things in.



BC Bernard Chuah 9:42

Yeah.

 **Lucy Reeves** 9:59

And which is really helpful. And yeah, I think also thinking about the, I guess what I mentioned earlier and just kind of almost rebranding some of the inclusion work that we're doing this.

All of these things help because you can weave in and you take bits from everything. So yeah, I'm definitely going to be looking at some of these models and how I'm putting it into not only, I guess, like the SF project piece that we're going to be working on, but.

Also that the kind of wider business strategy piece as well.

 **Liz Pawson-Poon** 10:37

Lucy, I'm really keen to hear how you get on as well. Feel free to share any thoughts and insights, you know, frustrations, whatever it is over WhatsApp. I don't know if you're in our WhatsApp group, but I'd be really keen to hear hear about how it goes.

 **Lucy Reeves** 10:41

Yeah.

OK, I will do perfect.

No, I'm not yet. I just need to send. Have you got my number? I'm happy. No. OK. All right, I'll, I'll share that. I think it's on my signature, but yeah, feel free to add it in.

Yeah.

 **Liz Pawson-Poon** 10:55

I don't.

Thank you.

 **Elizabeth Pollitt** 10:59

Yeah.

 **Liz Pawson-Poon** 11:02

OK. Well, we can take a look at it. We can take a look at it. Lucy, I think Lizzie or I will be able to add you.

 **Lucy Reeves** 11:08

OK, perfect. Thank you and thanks for today. I know it's been a small session, but I've really enjoyed us all being able to kind of maybe talk a bit more. I found it really helpful.



Liz Pawson-Poon 11:19

Yeah, it's been really great to hear all of your examples and insights and reflections and just to wrap up, I'd just like to remind everyone. So I think next week on the 1st, we've got another peer support review session. So that will take a similar format to last time as well. So refer to the kind of preparation.



LR Lucy Reeves 11:32

Mm-hmm.



Liz Pawson-Poon 11:39

Document that we shared last time and we will also send another e-mail just to everyone. Just to remind everyone of that. And then we've also got two further self LED modules that will be out in December. So one on becoming a trusted advisor to senior leaders.



LR Lucy Reeves 11:49

OK.



Liz Pawson-Poon 11:59

And also one on inclusive communications as well. So just a nudge to watch out for for those ones when they are ready that we will notify everyone when when they're on on the system.

Yeah.



BC Bernard Chuah 12:11

So for for the peer session on the December 1st, is there any specific topic that we are discussing amongst the group?



LR Lucy Reeves 12:11

All right, brilliant. Thank you.



Liz Pawson-Poon 12:21

So we would just ask for everyone to think about a topic or a challenge that they might be facing that they want to have input from their peers so.



Bernard Chuah 12:31

OK, similar with the previous session, not not particularly. Any specific topic, yeah.



Elizabeth Pollitt 12:33

Yeah.



Liz Pawson-Poon 12:33

Yeah.

No, exactly. But yeah, that's a good reminder, Bernard, because I will send an e-mail to everyone just to let them know and remind everyone that that's that will be the same as the last session.



Bernard Chuah 12:47

OK.



Elizabeth Pollitt 12:49

And Lucy, I've just sent you an invite to the group chat, so I think there's a link in there. Wonderful.



Lucy Reeves 12:53

I've just accepted it. Thank you.




Liz Pawson-Poon 12:58


Well, thank you. Thank you both and I look forward to seeing you very soon. I'm actually going to be on annual leave next week. So it'll be Lizzie and Caroline from CSA who will be taking that peers support session.




Elizabeth Pollitt 13:12


Yeah, hopefully see you both on Monday.


 **Lucy Reeves** 13:15
Brilliant. Thank you.

 **Bernard Chuah** 13:15
Picture.

 **Elizabeth Pollitt** 13:17
Take care. Good to see you.

 **Liz Pawson-Poon** 13:17
Hey Ken. Thanks bye.

 **Charlotte Sweeney** 13:17
Great to see you all. Take care.

 **Lucy Reeves** 13:18
Thanks all. Bye bye.

 **Elizabeth Pollitt** stopped transcription