



THE CHANGE LEADER PROGRAM

Elevate managers from change bystanders to change leaders.
Reduce the change friction, fatigue and failure.
Guarantee a return on change investments.



Huw Thomas

Unlock growth, smash barriers to
strategy execution and lead
through change and uncertainty.



huwthomas.com.au





ABOUT HUW

Huw Thomas is Australia's leading expert in building adaptive, growth-oriented leaders, teams and organisations. He is obsessed with turning everyday managers and executives into transformational leaders and static organisational cultures into learning-oriented, adaptive powerhouses.

Huw has led award-winning projects and advised and trained thousands of leaders on over 200 projects spanning organisations like:

Multi-billion-dollar ASX-listed enterprises: InvoCare, a2 Milk Company, Origin Energy, AMP, Westpac, BHP Billiton, NAB and Coca-Cola Amatil

Multi-National Tech & Pharma Companies: Accenture, Organon, Boston Scientific, Merck, Astellas, Care Pharma.

Start-ups and scale-ups: Blue Seed, Maximus.

Government agencies & enterprises: The Reserve Bank of Australia, Western Sydney Airport, iCare, NBN Co., Transport for NSW, and Sydney Metro

For-purpose: Cerebral Palsy Alliance, Living My Way, Barnardos and Flourish Australia.

Huw is a recognized thought leader. He has written columns for CEO Magazine, HR Leader and Business Insider Australia and publishes weekly articles to thousands of followers, to help business leaders shift themselves and their businesses to the next level. He has lectured MBA students at the University of Technology Sydney (UTS) and been a contributor to UTS Business School's HRM Industry Advisory Panel. His book *'How to Change Anything - without the Friction, Fatigue and Failure'* will be published in 2026.

He is a practicing company board chair and non-executive director so understands the demands of executive leaders from a governance, legal, finance, strategy and risk perspective.

Huw is also a Master Neuro-Linguistic Programming practitioner and coach, has a Master of Business degree specializing in organisation development and is a Graduate of the Institute of Company Directors (GAICD).



WHAT OTHERS SAY ABOUT WORKING WITH HUW



"Huw's work with our Board, executive team and managers has helped us reimagine leading and governing change"

- Mark Orr AM, Chief Executive Officer



"Huw's unwavering support, expertise and collaboration have been instrumental in driving positive change within our organisation and beyond."

- Rita D'Arcy, Chief People Officer



"Very grateful for Huw. His client-focused approach, combined with composure, clarity, and confidence, has helped me to elevate my executive leadership skills. "

- Kim McConnie, Chief Marketing Officer



"Huw has been instrumental in my personal leadership development and I can't thank him enough."

- Nicole Hooley, General Manager



"Huw was the composed, expert advisor we needed and helped drive a successful merger integration of our two organisations."

- Michael Minter, Managing Partner



"Huw is a world class coach and mentor; he is tactful and is a natural facilitator. It's never about him, he focuses absolutely on his clients' needs and what the end goal is."

- Kristine Condell, Chief People & Culture Officer



TURN MANAGERS INTO ADEPT CHANGE LEADERS

Manager commitment and capability: a costly change challenge

Change is all anyone talks about, yet how do it remains a mystery to most. In fact, most organisations waste millions of dollars each year on change programs that fail to deliver worthwhile benefits. That's because implementing change at any scale is more complex than it first seems. Without the right skills and experience the risk of failure is insurmountable.

A common mistake executives make is delegating change to a project team and assuming they will make it happen. This overlooks the most critical driver of change success and failure: managers in the business. Whether or not employees prioritise, support and adopt change is determined by how effective their manager is at navigating them through it.

The damaging toll these issue have on your organisation is immense. There's cultural damage of change fatigue and overwhelm. The psychosocial and legal risk of employee burnout. The wasted dollars spent on programs that yield little value. And simply the frustration of experiencing confusion, disillusion and failure during chaotic transformations. AI transformation only heightens the impact as the long-term future is shrouded in uncertainty.

The good news is, with the right expertise, you can unlock the most potent force for change in your organisation: a legion of committed, capable change leaders throughout your senior management ranks.

Ditch the change friction, fatigue and failures

I've helped hundreds of executives and managers become adept change leaders. When your most influential people understand the basic psychology and practicalities of change and possess a simple framework and principles to get thousands of employees moving in a new direction at once, transformational change becomes more than possible. It is assured.

Organisations commonly struggle to get managers to take ownership of leading change. And it's hard for managers because they tend to be experts in the functional area they manage but they aren't behaviour change experts. No one ever taught them how to tackle employee resistance to change or what the critical building blocks of successful change are. **The velocity of their jobs also hinders them seeing the bigger picture forces that make change inevitable.** How can they be expected to own the change leadership effort without being given the perspective and capability?

The Change Leader Program not only transfers my evidence-based insights, extensive experience and expertise to your managers; it creates space for them to apply it all to real changes they are experiencing or leading.



THE JOB TO BE DONE: ELEVATE UP THE CHANGE LEADER IDENTITY CURVE

Transform managers from Change Bystanders into Change Leaders

The Change Leader Program helps managers self-assess and highlight the identity shift required to enable greater change impact.

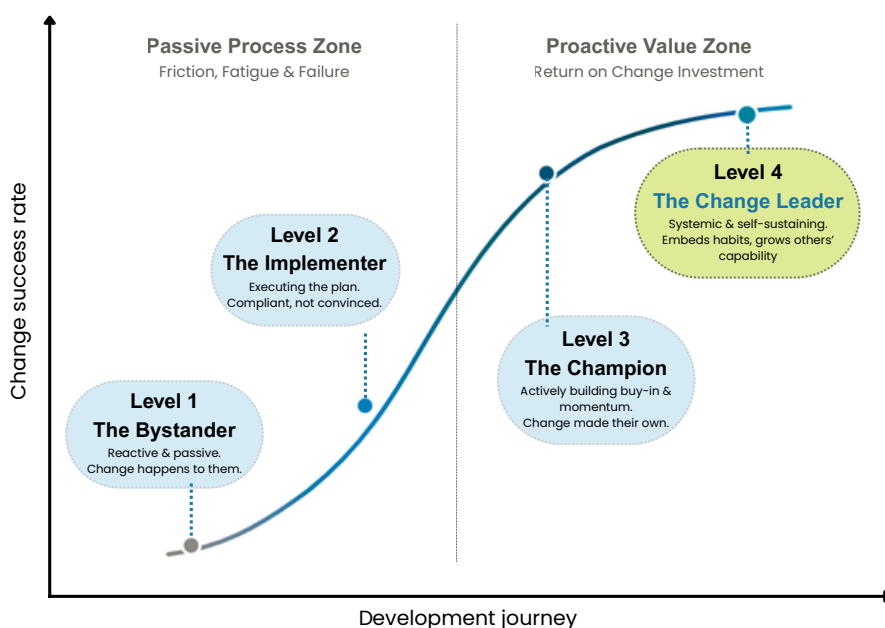
Level 1 – The Bystander. The manager is aware change is happening but treats it as something being done to their team, not by them. They pass information down without translating it, tolerate ambiguity in their own understanding, and wait for direction before acting. Their people feel uncertain and unsupported.

Level 2 – The Implementer. The manager starts executing the basics of their role in the change. They communicate, show up and follow the plan. But they're working from a process check-box rather than genuine conviction and value creation. They comply without fully owning. Commitment from their team is patchy because the manager hasn't yet modelled belief in the change.

Level 3 – The Champion. The manager has made the change their own. They actively build buy-in, coach their people through capability gaps, hold space for resistance, and keep momentum even when pressure mounts. Their team moves with them, not just behind them.

Level 4 – The Change Leader. The manager operates at a systems level, leveraging deeper insight into human behaviour. They anticipate friction before it emerges, embed new habits into how the team works every day, and develop the change capability of others. They navigate change *and* they build an environment where change becomes easier and more sustainable.

The Change Leader Identity Curve



The four levels are designed to reflect a clear progression in ownership and orientation:

Bystander → Implementer is the shift from avoidance to action. The manager starts doing the basics of their job in change.

Implementer → Champion is the deeper shift from compliance to conviction. They opt-in early and bringing others with them.

Champion → Change Leader is the leap from individual impact to systemic and human influence. They build readiness and the conditions for change to stick long after the program ends.



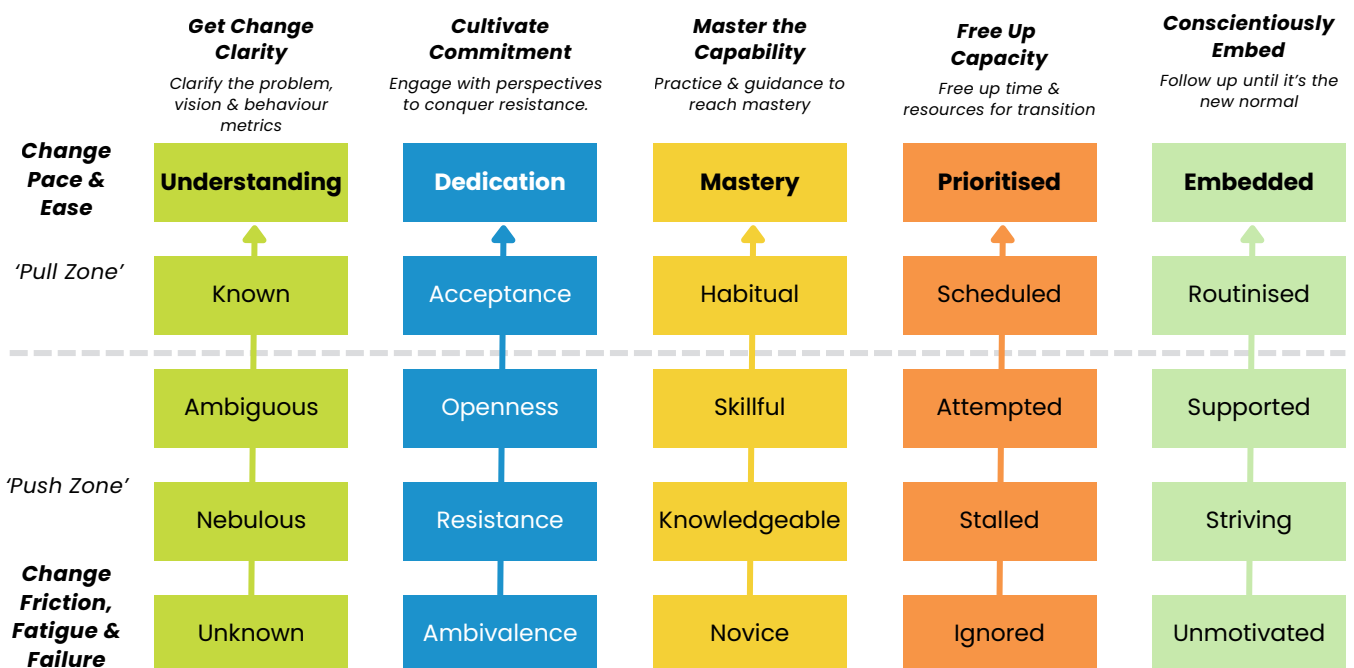
THE HOW-TO-CHANGE-ANYTHING BEHAVIOUR CHANGE MODEL

The Change Leader Program leverages Huw’s unique, proven behaviour change model, backed by research and practical experience

Whether influencing behaviour change and performance at an individual, team or organisational level, the job to be done is assigning adequate time, effort and resources to influence these five elements up to the adequate levels of the ‘Pull Zone’ (refer to model below).

Most change frameworks focus on leader competencies or cookie-cutter project methodologies. But change isn’t about the leader or the project. It’s about the people impacted by the change. The How-to-Change-Anything (HTCA) model identifies what the people impacted by the change need, to overcome resistance and successfully change. **It’s about outcomes not activities.** Leaders can then more easily identify the jobs to be done, to help their people change.

The model is designed to **address nine common types of change resistance**, based on evidence-based research findings about the psychological, structural and political forces that hold back change. [Read more in ‘How to Change Anything – A Playbook for Change Leaders’.](#)



Model: How to Change Anything – Huw’s unique behaviour change model.



THE CHANGE LEADER PROGRAM: LEADER OUTCOMES

The Change Leader Program will help your managers:

1

Re-orient their viewpoint to a systemic, strategic level and raise their stewardship for navigating inevitable shifts

Overcoming manager hesitation starts with accepting that organisations don't decide to change. They decide how to *adapt* to changes happening externally.



2

Understand psychological, political and structural resistance and activate commitment to overcome it

The common reason for failure, is employees' essential psychological, cognitive needs and support requirements are not facilitated by managers.



3

Shift from 'activities and implementation' to 'change readiness, adoption and value creation'

Implementing new systems and processes alone does not add value. Only when people adjust behaviour, adopt the tools and sustain new habits is value created.



4

Own and embrace the Change Leader 'identity' to break the costly cycle of avoiding accountability for change

The powerful identity-based goal of shifting from the 'Bystander' identity up to 'Change Leader' maps out an inspiring, self-fulfilling journey for managers.



5

Manage competing priorities, free up capacity and conscientiously embed a new normal beyond transition

Misperceptions of time and priorities kills change. Change can't be done on top of everything else or put to the side. Managers must assertively prioritise it.



6

Apply practical tools and proven research-backed principles to start influencing change immediately

Managers are given a playbook, templates, tools, case-studies and Huw's unique playbook with all the expertise to apply their learning for immediate impact.





A BLENDED DEVELOPMENTAL EXPERIENCE WITH CORE + OPTIONAL SCOPE

Pre-Work

Managers are given a pre-read, expectation-setting emails and digital copies of the playbook, templates and tools used in the workshop.

Price

\$25,000 +GST

For up to 16 participants

Two-Day Workshop

Virtual or In-Person

- Two days, usually running from 9:30am - 4:00pm
- Timings optimise cognitive load and allow participants to attend to normal personal and work matters before and after, limiting impact on managers and your business
- A blend of expert presentation, facilitation, challenge, coaching & engaging activities
- Always delivered by Huw.

Optional Add-On: Embedding the Identity Shift

Virtual or In-Person

- 3 x 90-minute sessions with the workshop cohort split across each in one day
- Includes refresher content, mentoring and engaging discussion to reinforce and embed change.
- Increases the likelihood of managers applying all concepts and reaching mastery.

Price

\$8,000 +GST

for 3 x 90-minute sessions in one day

per workshop cohort.

Topic refreshers to reinforce learning

Group coaching & 'AMAs' to unlock beliefs

Tackle real resistance challenges





RESULTS YOUR WHOLE ORGANISATION WILL EXPERIENCE

Organisations that work with Huw, experience the following benefits for all stakeholders:

Unlock growth & organisational maturity	What got you here won't get you there. New levels of growth and development require new leadership behaviours. When leaders think strategically and act transformatively, they embrace new ways of leading to find the leverage required for growth and scale.
Smash barriers to strategy execution	Strategy today = change. Employees make or break strategy and change but managers set the tone and drive engagement. Change Leaders know the way, show the way and go the way, to bring their people on the journey.
Elevate employee engagement & motivation	Poor strategy and change execution creates frustration and shows up at the lower percentile of employee engagement scores. Yet growth and change present an opportunity to engage employees in an inspiring vision and process to improve things, but only when managers know what they're doing.
Capture greater returns on change investments (ROCI)	Most organisations waste millions of dollars on growth and change programs that fail to deliver lasting business benefits, usually due to executive leadership and governance failures. Turn your managers into Change Leaders and you'll capture lasting stakeholder value for years to come.

“What got you here won't get you there.”
- Marshall Goldsmith



WHY CHOOSE HUW?

Huw's experience intersects strategy, change, executive leadership and governance.

This blend is the key to unlocking all key factors in driving transformational success at the senior management and executive leadership level.



01.

REAL EXECUTIVE LEADERSHIP EXPERIENCE

Huw has led over 200 strategy, leadership development, & transformation programs at over 150 organisations including across the Australian and NSW public services, Accenture, Westpac, Foxtel, Telstra, BHP Billiton, NBN Co., Seiko and Cerebral Palsy Alliance. He also led the 5x revenue scaling of a start-up consulting business in five years, launched another consultancy and is a practicing non-executive director and company chair. Huw's real leadership experience shines through his programs.

02.

A RECOGNISED EXPERT THOUGHT LEADER

Huw is a thought leader in transformational leadership, strategy and change at the executive level. He has written columns for CEO Magazine, HR Leader, Business Insider, published numerous whitepapers, appeared on podcasts, regularly speaks at conferences and writes weekly blogs for thousands of LinkedIn and email subscribers. He has lectured MBA students at UTS and has been a contributor to UTS Business School's HRM Industry Advisory Panel.

03.

PERSONALISED, PRACTICAL APPROACH

Unlike many consultants, Huw has a strong interpersonal focus in client relationships. He positions himself as your trusted advisor, ensuring your input and knowledge of your business context is factored into all solutions. Nothing will be 'done to you'. We will merge our expertise, build your leadership capability and create your improved future, together.



SOME OF THE 150+ ORGANISATIONS HUW HAS WORKED WITH





HOW TO CHANGE ANYTHING A PLAYBOOK FOR CHANGE LEADERS

Activate commitment, change behaviour and transform your organisation without the friction, fatigue & failure



This 45-page guide is packed full of insights on the psychology of behaviour change combined with Huw's proven behaviour change model and leadership approach to conquer resistance, build a committed following and transform your organisation.



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huwthomas.com.au/blog



WHAT NOW?

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