



HUW THOMAS

**STRATEGIC &
COMMERCIALY SMART
ORGANISATIONAL CHANGE**

To help senior executives lead,
manage and govern organisational
change that delivers lasting value.

www.huwthomas.com.au



EXECUTIVE SUMMARY

Most organisations waste millions of dollars every year on strategic change programs that fail to deliver worthwhile benefits.

The good news is, with the right expertise, you can master the art of leading transformational change and turn your organisation into an adaptive powerhouse, ready to compete and win, in a rapidly changing world.



THE HIGH-RISK BUSINESS OF CHANGE

Most organisations 'invest' millions of dollars in systems, process and operating models that aren't adopted or properly utilised, don't deliver benefits and cause workforce confusion and disillusionment in the process.

Whether you believe the various studies that say 70% of transformation programs fail, or not, the unassailable fact is changing large organisations is extremely difficult and fraught with risk.

And if you're a CEO, reporting to your board on the lack of progress or inadequate benefits being delivered from your transformation initiatives isn't much fun. Not seeing the results of months of effort, hard work and investment feels debilitating.

The good news is, with the right expertise, you can master the art of leading transformational change and turn your organisation into an adaptive powerhouse, ready to compete and win, in a rapidly changing world.

With the right capabilities, you can deliver consistent, predictable, positive outcomes from your change efforts.

And imagine how great it would be, to be known as a true transformation leader, recognised for the frequent success of your strategic initiatives and adaptive culture you've built?



WHY MAJOR CHANGE PROGRAMS FAIL

Every organisation is different but most lack several key change management, leadership & governance capabilities and practices, that are necessary to prepare employees, enable adoption & transition to the target state.

1. Lack of current-to-future-state clarity

If people don't see your inspiring vision or understand the specific metric shift that defines the change, people get confused. If they don't know where they're going, they won't be motivated, and they'll never arrive. When change gets defined by the implementation of a 'solution' it ignores the fact the business value only comes with a shift in capability, performance and human behaviour in conjunction with the solution. Are you and your people clear and aligned on this?

2. Insufficient commitment and engagement with employees

Change commitment is the result of understanding the problem to solve, the importance of the change and the confidence to tackle it. A critical responsibility of your executive team is to drive change commitment across the organisation. Commitment does not come from top-down 'comms'. It comes from listening and engaging with employees to generate aligned understanding, address concerns and create shared ownership. Which brings us to the third issue.

3. Lack of transformational change leadership capability

Many of your executives and managers probably lack the mindset and skills to activate commitment and lead their people through each tricky stage of the change process. The ability to influence the energy, emotions and beliefs of others is a sophisticated leadership skill that requires careful development.

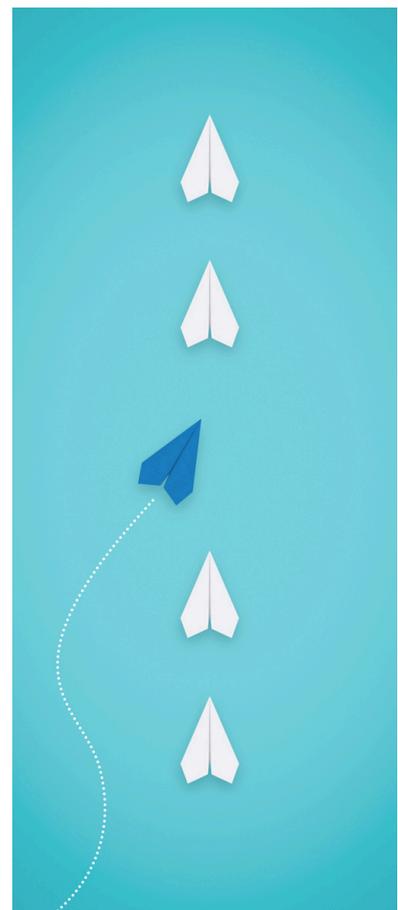
Transformational leaders are people-centred and see the big picture. They are motivated by innovation and change and have an influential impact on people's effort during change.

4. Unrealistic volume and sequencing of changes

Boards and executives often aren't mindful of the limited capacity and attention of their people. Consequently they bombard employees with too many concurrent 'priorities' and projects. When overloaded, your people are forced to deprioritise things. Their attention and capacity to learn and adapt is finite. If leaders don't accurately forecast change effort and timing, and help the workforce prioritise, people won't have time to spend on the change. Most organisations lack a 'Change Governance' approach, utilising a framework, operating rhythm and decision-making rigour to regulate the change cadence.

5. Absent or misapplied change management resources, framework, methodology or delivery standards

Many organisations lack a repeatable process to consistently execute change successfully. Without an agreed way of delivering change that suits your organisation, project teams, managers and employees won't know their role and responsibilities to make change projects succeed.



ASCENDING THE CHANGE MATURITY LADDER

Imagine you had an executive team, senior leaders and middle-managers who had a shared understanding of what it takes to make change happen and the skills to lead people through it successfully?

What if your decision-makers 'got change' and therefore made smart decisions about what to change, when, and how to go about it?

What if, instead of overwhelming your workforce with poorly executed or rushed change projects that fall short, you implemented the most valuable, highest priority strategic projects with a comprehensive, well-executed change process that resulted in all projects delivering massive, lasting value?

What if your leaders were equipped to turn your organisation into an adaptive cultural phenomenon, able to adeptly lead through the ambiguity of our times and stay ahead of the next unforeseen disruptive force?

It is possible.

Implementing change with high frequency, volume and scale requires more than just effective project delivery teams.

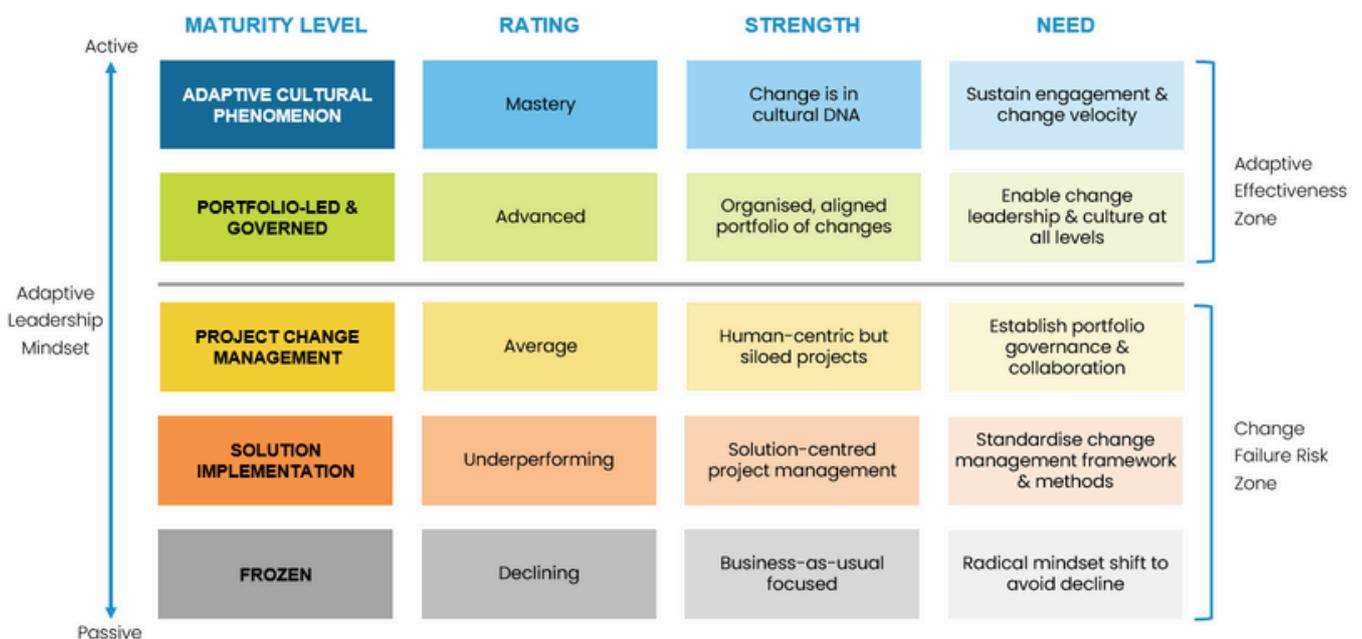
Your whole organisation, from executives, senior leaders to middle-managers and the frontline must be equipped with the knowledge, skills and cultural beliefs that enable rather than resist change.

Leave a legacy by elevating your organisation up the change maturity ladder.

Mastering change as an executive leader and as an organisation will increase the benefits from your change investments while reducing the risk of failed programs. It will also elevate your status as an executive leader capable of transforming businesses.

If you're spending millions of dollars changing your organisation, with even more in potential benefits at stake, an investment to raise your change maturity is worthwhile, to increase your odds of success and safeguard your overall transformation investment, along with your personal reputation.

Huw's Change Maturity Value Ladder shows the traits that define varying degrees of change capability:



THE BUSINESS CASE TO GET BETTER AT CHANGE (YOU CAN'T AFFORD NOT TO)

The cost of allowing ongoing change failures makes an investment to improve change maturity and success rate worth it.

Say you're a mid-sized company investing \$1m in various change projects, you might expect \$3m in various benefits to follow (assuming 100% success rate).

But if your track record suggests 50% of all change initiatives fail*, it's reasonable to assume you could forgo \$1.5m in benefits, or at least waste \$500K of the upfront investment.

Alternatively, imagine you could improve that success rate by just 20% through smarter change leadership and governance. So that 70% of your projects now succeeded. You therefore capture \$2.1m in benefits. An additional \$600K value.

Now if you're a larger organisation investing \$10m, \$100m or even \$1B in change, simply 10x, 100x or 1000x the numbers above, respectively.

Now can you see what is at stake?

Studies show most organisational change failures are the result of a lack of the right kind of leadership, sponsorship and governance of change from senior leaders. That is, your decision-makers and influencers.

They're not bad leaders. They were just never taught about the complexities and strategies for influencing change at scale (change is all anyone talks about in business yet few MBA programs offer a decent change management course or accreditation).

Without the right capabilities, your leaders risk falling into the same traps, leading to millions of dollars in wasted change attempts, not to mention burning your people out in the process.

A simplified scenario demonstrating the value of elevating change success rate:

Change Investment:	\$1m
Potential Benefits:	\$3m
Current Change Success Rate:	50%
Likely Benefits:	\$1.5m
Improve Success Rate by:	20%
Total Benefits Increase to:	\$2.1m
Additional Value:	\$600K

How much are you investing in change programs this year? Try the calculation above based on your investment and estimated/historic change success rate

THE RETURN ON CHANGE INVESTMENT (ROCI) EQUATION

Change success rate is an often forgotten value amplifier that can be addressed through change maturity development.

$$\text{ROCI} = \left\{ \begin{array}{c} \text{Financial} \\ + \text{Non-Financial Stakeholder} \\ \text{Benefits} \\ \text{minus} \\ \text{Project Time, Effort, Cost} \end{array} \right\} \times \text{Your organisation's change success rate (\%)}$$

** Much debated studies by Harvard and McKinsey suggest as many as 70-80% of transformation initiatives fail, so this example is conservative.*

IT'S NOT JUST ABOUT CHANGE MANAGEMENT IT'S ABOUT LEADERSHIP & GOVERNANCE

Organisational change is too important to be left to chance or to be fully delegated to project teams. It is a complex endeavour requiring a strategic blend of leadership, management, and governance to be successful.

Yet, in most companies, at least one of these three components is lacking, and this deficiency diminishes the success of change initiatives.

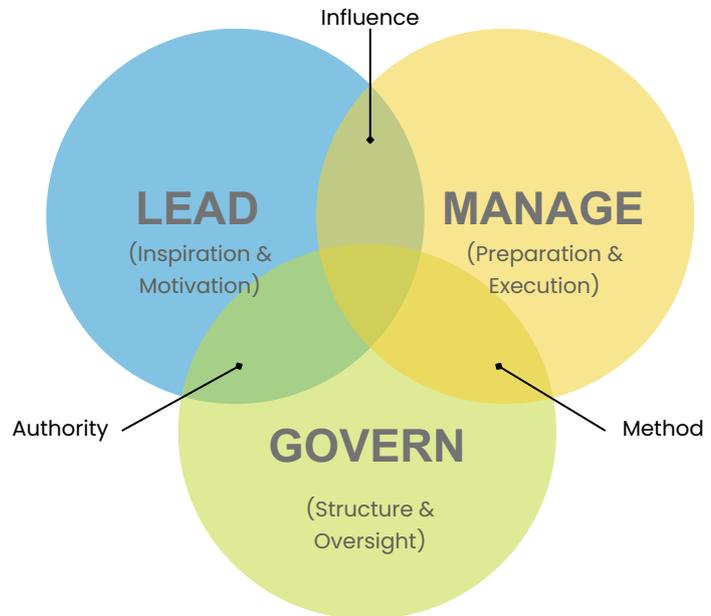
Change isn't just about implementing new processes or systems; it's about navigating the human and operational landscape with preparation, motivation, and structure. Failing to balance these elements can lead to costly distractions, cultural disillusionment or project failure.

Managing change is about preparation and execution.

The management side of change focuses on preparing the organisation for the new reality. This involves using a proven change management methodology, developing detailed implementation plans, and ensuring that adequate resources and support systems are in place.

Effective change management ensures people are not just informed but also prepared and capable (with training and support) of adopting new processes, systems and ways of working.

However, management alone won't inspire employees to embrace change. Without strong leadership, the best-laid plans can fail if they don't capture hearts and minds.



Leading change is about inspiration and motivation.

Leadership in change is about influencing people to commit and apply effort to the discomfort of transition. Only influential leaders can mitigate the psychological, political and rational resistance that inevitably emerges during change. Project teams are rarely positioned to influence in this way.

Leadership is needed across the organisation at all levels as all managers keep people focused on gaining buy-in and commitment from their people.

Change leadership is a sophisticated skill that requires careful development and yields massive impact.

But leadership can't stand alone, it needs strong governance to ensure appropriate guardrails and oversight is in place to ensure the change stays on track.

Governing change is about structure and oversight.

Governance is an often overlooked but critical element of change. It ensures change has structure and operates within clear guardrails from an enterprise level, down to the program and project level.

As sponsors and decision-makers, senior executives act as each project's 'board' and play a pivotal role in governing change.

However many lack the 'governance mindset', as day-to-day they are focused on hands-on operational management. Their understanding of the key ingredients of successful change programs and how to influence behaviour at scale, is also often limited.

Change governance applies influence and authority. It means wielding power for the good of the project and organisation.

EXTRAORDINARY BENEFITS

THE CHANGE MATURITY DEVELOPMENT PROGRAM

I've helped many organisations elevate their change maturity, increase their change success rate and turbo-charge leadership capability.

My Change Maturity Development program, combines diagnostics, learning workshops, mentoring, advice and integration of tailored frameworks to rapidly build change maturity, setting your organisation up to deliver greater return on your strategy and change investments for the next 1-3 years.

I can help you develop and lead an adaptive organisation, with proven change methods and committed, capable people, ready to deliver transformative changes.

BENEFITS FOR YOUR ORGANISATION

- Greater returns on change investment (ROCI) and change success rate
- Increase employee support and adoption of change
- Mitigate the psychosocial risk of chaotic change and the associated legal and financial implications
- Make strategy implementation work
- Reduce change resistance in your culture
- Equip leaders with the skills to create trusting, committed followers
- Gain a competitive advantage by being first to adapt organizationally to customer preferences
- Boost employee engagement.



BENEFITS FOR LEADERS

- Elevate your status as a true transformational leader
- Future-proof your career in a rapidly evolving world
- Lasting capability and greater organisational influence
- Sustained board, shareholder and employee support
- Better influence team performance and culture
- Equip yourself with new perspectives and skills
- increased confidence in strategic priorities and workload
- Increase career fulfillment from greater strategy success
- Stay engaged, productive and performing
- Stay relevant amid increasing talent competitiveness
- Earn respect and industry recognition for your impact.

WHAT NEXT? AN INVITATION



If you want to keep implementing software, process changes, operating models, frameworks and cultural standards that employees ignore or don't properly utilise or adopt, this program isn't for you.

If you're content being an average manager, rather than an exceptional transformational leader, this program isn't for you.

On the other hand, if you're ready to stop driving yourself crazy trying to make bold change to your business and failing time & time again, leaving you feeling frustrated, defeated and hopeless, we should talk.

If you want to ensure your organisation is keeping up with the rate of industry change and that you are in control of your changing organisation, we should talk.

When you work with me you get an experienced thought leader in change, leadership and strategy execution.

I've trained, mentored and advised thousands of leaders in almost every sector and scale, from multi-billion dollar listed companies, to not-for-profits, government agencies and multi-nationals.

I'm an experienced executive, qualified company director and chairman so I get the leadership and governance challenges you're facing.

I don't delegate to junior consultants and I transfer my expertise generously, rather than implementing it for you and creating dependence.

I'm also dedicated to building close relationships based on trust and value with you, rather than trying to continually sell an army of billable consultants into your business.

So, if any of this resonates with you, please email me at the address below to book a time or share this with an executive in your organisation who might be interested.

I can't wait to help you transform yourself, your team and your organisation.

TIME TO BECOME A TRANSFORMATIONAL LEADER.

Best Wishes
Huw

Get in touch via email:

enquiry@huwthomas.com.au

Or phone:

+61 0 414 186 165

SUMMARY OF HUW'S SERVICES

Huw blends his proven capability, consulting, training and advisory programs and intellectual property with your unique context to elevate change as a distinct capability and driver of competitive advantage.

CHANGE MATURITY DEVELOPMENT

- Change Maturity Diagnostic** › Get a rapid assessment and plan to elevate change maturity.
- Transformational Leadership Program** › Turn managers into transformational leaders.
- Advanced Transformational Leadership Program** › Turn executives into transformational leaders.
- How to Change Anything Workshop** › Learn Huw's unique, proven behaviour change model & tactics.
- Change Management Essentials** › Ensure project teams apply principles & tools to make change stick.
- Change Governance Program** › Ensure boards & executives get the mindset & structure to govern change.
- Navigating Change Masterclasses** › Virtual workshop series to help any employee adapt to change.
- Change Management Framework & Methodology** › Custom designed approach to change delivery.
- Change Delivery Operating Model Design** › Re-design your project delivery portfolio for greater success.
- Customized Change Interventions** › Evidence-based solutions to your unique change challenges.

STRATEGY DEVELOPMENT

- Straight-Forward Strategy** › Develop a clear, achievable enterprise transformation and growth strategy.
- The Collective Executive** › Align your executive team for unified, productive influence and impact.

CHANGE IMPLEMENTATION ADVISORY

- On-Demand Strategic Change Advisory** › Expert change skills, on-demand, without the full-time day-rates.
- M&A & Re-Org Integration Advisory** › De-risk & streamline your re-org/M&A process to safeguard benefits.
- Culture Change Consulting** › Design & implement the path to your ultimate, strategically-aligned culture.
- Change Narrative Development** › Ensure your people receive messages that activate massive commitment.
- Human-Centred Tech Adoption Strategy** › Ensure your tech change plan results in adoption & max benefits.

HIGH-IMPACT CONFERENCE SPEECHES

- How to Change Anything** › The five things people need to make change & performance improvement happen.
- Awake at the Wheel** › How to shape your own destiny amid complex, relentless shifts.
- Know the Goal, Know Your Role** › Blend strategic thinking with behavioural psychology to enable change, fast
- Transformational Stakeholder Influence** › Master the art of influencing buy-in for major change programs.

EXECUTIVE COACHING & MENTORING

- Transformational Influence Coaching** › Sustain executive performance & transformational leadership growth.
- Apex Impact – CEO Coaching** › Expert guidance on strategy, team & board dynamics, politics and leadership for CEOs.

HUW'S COMMUNITIES

- Change Mavericks Community** › Join like-minded leaders, going against the grain to stand out & lead change.
- Challenge the Status Quo Blog** › Challenge common thinking with weekly insights delivered to your inbox.

For more information on any of the above programs, contact Huw or visit huwthomas.com.au for more details.



WHAT OTHERS SAY ABOUT WORKING WITH HUW (1/2)



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

Mark Orr
Chief Executive Officer



"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



"We benefitted immensely from the program Huw designed and helped us launch with regard to our new organisational culture."

Niroshika Williams
HR Director



"I can honestly say that my time with Huw was a real turning point in my career and drove me to not only become a better leader but to deliver better and stronger outcomes within my role and those I was leading."

Gareth Sheriff
General Manager



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

Kim McConnie
Chief Marketing Officer



"We worked with Huw Thomas on an extensive change management program, supporting the complete restructure of a 1600 FTE public service agency. Huw has been an essential partner in this project and proved to be an excellent fit for us."

Robert Quirk
Executive Director



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

Rita D'Arcy
Chief People & Culture Officer



"Huw is easy and fun to work with, and he truly wants to understand your needs and the needs of your workplace. I would happily work with Huw again in the future and recommend him to other organisations."

Robert Wojtaszek
Head of Strategy &
Organisation Development



"Huw confidently challenges and supports senior leaders, ensuring they take ownership, while bringing out their best."

Graham Millett
Chief Executive Officer

WHAT OTHERS SAY ABOUT WORKING WITH HUW (2/2)



"Huw led a valuable session for our people leaders to assist them in navigating change with confidence and clarity. His expertise and engaging style make complex concepts accessible and actionable, which equates to real results."

Danielle Mair
Chief Member & Advice Officer



Huw is one smart man, but most importantly led with empathy, a realistic view of the world and collaboratively. Huw mentored me through a large scale change management process and provided valuable insights, food for thought, resources, ideas and reassurance."

Matt Hooey
Head of Practice & Impact



"I have had the pleasure to work with Huw whose leadership coaching and facilitation greatly assisted our executive team to stay focused on performing at our best."

Jo Vaughan
Chief People & Culture Officer



"Huw has been a real asset to our senior leadership team. He has a wonderful ability to understand and respect the past whilst pushing forward and outlining opportunities for the future. "

Lynne Gallucci
Chief Operating Officer



"Huw is an exceptionally talented individual who possesses an extraordinary ability to build relationships. Huw is a visionary, big-picture thinker who is also able to dive comfortably into detail."

Caroline Jack
Change Director



"I wanted to express my sincere gratitude for your insightful and engaging talk at our workshop. Your expertise and passion truly resonated with our audience, and your contribution made the event a great success."

Dragan Tomic
Project Officer

Huw is also happy to put you in touch with past clients for deciding to engage.

Huw Thomas is Australia's leading expert in building adaptive organisations for the implementation of strategy and change.

He works side-by-side with executives to engage their workforce in transformative organisational changes. By helping leaders understand the human risks and impacts and lead their people through challenging transitions, Huw's advice unlocks widespread support and adoption, making the full ROI of organisational change investments attainable.

Huw also offers a range of conference speaking, coaching, training and facilitation solutions to turn your everyday managers into transformational change leaders and static organisational cultures into learning-oriented, adaptive powerhouses.



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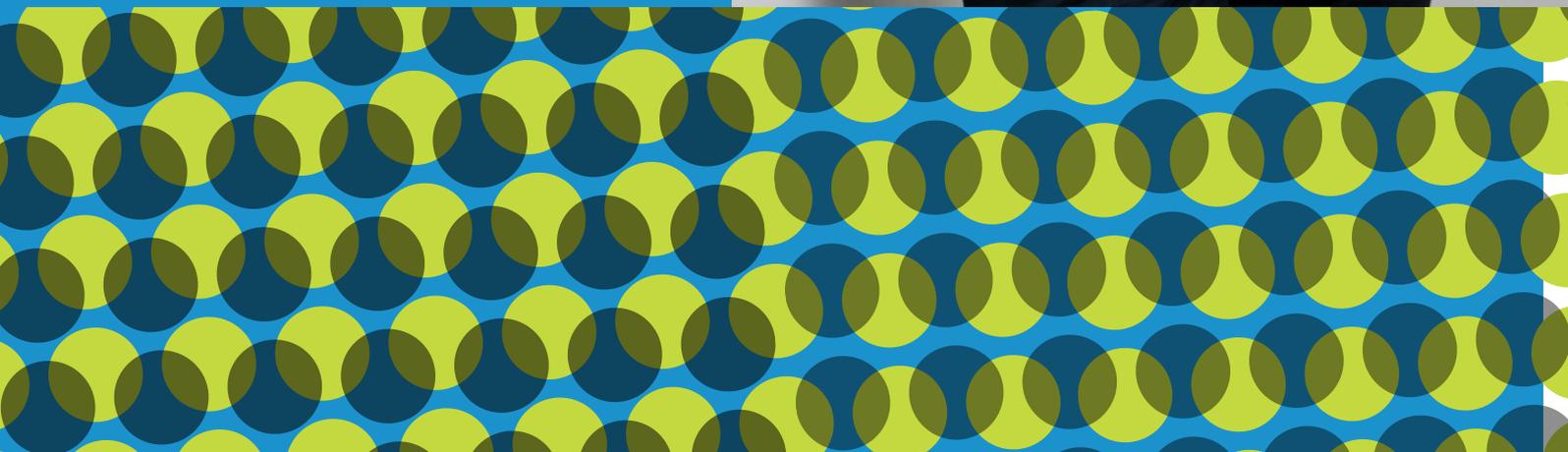


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