



THE CHANGE LEADER PROGRAM

Elevate managers from change bystanders to change leaders.
Lock in a return on your change investments.



Huw Thomas

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



huwthomas.com.au





ABOUT HUW

Huw Thomas is a change leadership expert, executive mentor and sought-after speaker who has spent his career helping senior leaders and organisations create change without the friction, fatigue and failures that commonly derail strategy execution. As an entrepreneur, non-executive director and former consulting executive, he brings rare credibility across both the boardroom and frontline of business.

For over two decades, Huw has advised thousands of leaders across more than 150 organisations spanning listed enterprises, government agencies, multinationals and for-purpose organisations. He has led award-winning projects across more than 15 industries and is a trusted executive coach at some of the world's most successful organisations.

Huw's expertise lies in influencing behaviour change, both individually and at scale. His central argument is simple and confronting: knowing why change is needed is never enough. What leaders lack is the how – the psychological, political and relational skills to move people from resistance to commitment. To that end, Huw has developed a practical, research-informed, behaviour change model that gives leaders a concrete framework for building the conditions people need to change, not just the case for why they should.

With an international audience spanning thousands of subscribers and followers, Huw publishes regularly on leadership and change and is a recognised voice in the field of change and transformational leadership.

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

"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





WHY YOUR MANAGERS NEED TO UNDERSTAND, OWN AND LEAD CHANGE

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.

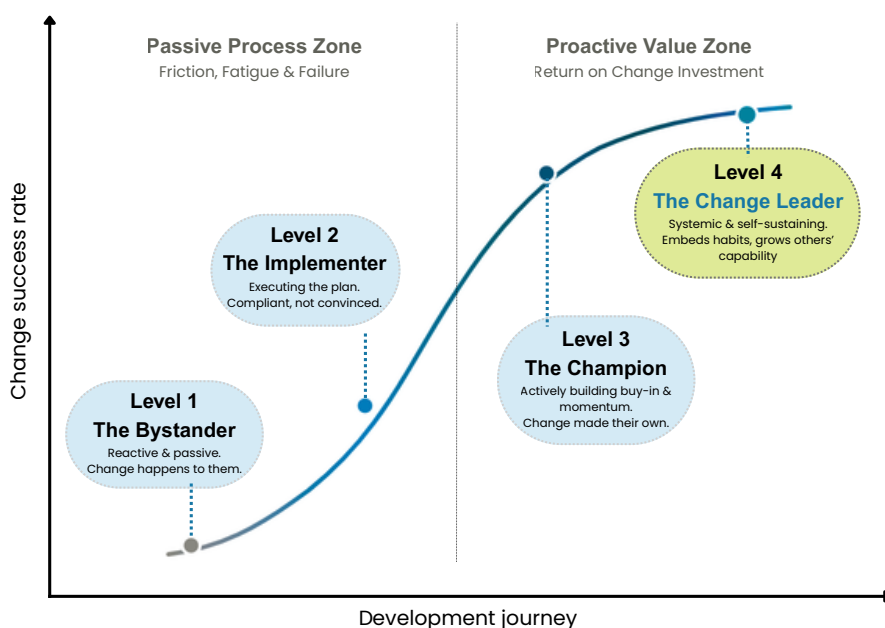
Level 1 – The Bystander. The manager is aware change is happening but treats it as something being done to their team, not by them. They pass information down without translating it, tolerate ambiguity in their own understanding, and wait for direction before acting. Their people feel uncertain and unsupported.

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 CHANGE LEADER PROGRAM OBJECTIVES

The Change Leader Program will enable your managers to:

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





THE RETURN ON INVESTMENT FOR YOUR ORGANISATION

Organisations that invest in The Change Leader Program, capture the following lasting benefits:

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.
Break 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)	It's not uncommon for organisations to fail half of their change programs. Even one failed change program in a large organisation means millions of dollars wasted and even greater benefits foregone. Turn your managers into Change Leaders and you'll increase your success rate, to capture millions more in value from major change investments for years to come.

"As a change leader, your job is to wade into the psychological, political and structural resistance inherent in change and facilitate the expansion of commitment and capability to overcome it."

- Huw



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'.](#)





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.

One-Day Workshop: Master the Mindset & Skills

Virtual or In-Person

- A blend of expert presentation, facilitation, challenge, coaching & engaging activities
- Participants received Huw's 45-page Change Leader's Playbook + tools and templates

Second-Day: Build Your Change Strategy

Virtual or In-Person

- A powerful and practical opportunity for participants to master change and readiness by creating a change strategy for their team or organisation with Huw's guidance.

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.

Topic refreshers to reinforce learning

Group coaching & 'AMAs' to unlock beliefs

Tackle real resistance challenges

Contact Huw for package pricing or to configure a package to your needs and aspirations.





HOW TO CHANGE ANYTHING A PLAYBOOK FOR CHANGE LEADERS

All participants receive a copy of 'How to Change Anything: A Playbook for Change Leaders' including practical worksheets for on-the-job application.



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.



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 executive leadership level.



01.

REAL EXECUTIVE LEADERSHIP EXPERIENCE

Huw has led over 200 strategy, leadership development, & transformation programs at over 150 organisations including Accenture, Zurich, Foxtel, Astellas, Seiko, Nine Entertainment, Westpac 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, PARTNERSHIP APPROACH

Unlike many consultants, Huw has a strong interpersonal focus in client relationships. He positions himself as your trusted advisor, while ensuring your input and 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



AVOID THE COST OF INACTION

BOOK A 30-MINUTE DISCOVERY CALL TODAY

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