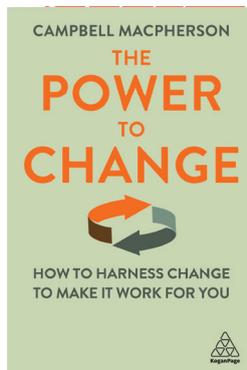




THE POWER TO CHANGE: HOW TO HARNESS CHANGE
TO MAKE IT WORK FOR YOU



THE BOOK



The Power to Change

How To Harness Change To Make it Work For You

by Campbell MacPherson



INTRODUCTION

Change has perhaps never been as rapid and pervasive a force as it has been in the 21st century. Change is inevitable and unending, and the only way to survive and thrive in the modern world is to embrace it. Campbell MacPherson, self-titled Change Catalyst, understands this better than anyone.

MacPherson brings his skills as a much sought after keynote speaker to his book *The Power of Change*, to help you become your own change catalyst. Be it good or bad, all change is challenging. With colourful anecdotes and real-world examples, MacPherson lays out the steps to embrace change and advance your life.

Don't just cope with the changing world around you. Use *The Power of Change* to learn how to celebrate constant evolution and make it work for you. This book is a must-read for anyone wanting to get ahead in this new century of rapid change.



5 BEST QUOTES

“The most important skill for humans in the 21st century will be the ability to reinvent ourselves —because of the rapid pace of technological change, especially in the job market.”

“Change is a fact of life that we all have no choice but to deal with. Those of us who are able to acknowledge this fact and cope with change will survive. Those who are able to seek out change — and actively embrace it — will thrive.”

“Even ‘good’ change involves a loss of something; letting go of something we value. Even ‘good’ change can feel like a leap into the unknown.”

“Our emotions can turn us into a gunslinger — shooting first and asking questions later — when what we need to do is the very opposite. Stop, take a breath and observe before proceeding.”

“It’s easy to back yourself when you are doing something you have done many times before. The trick is to believe in yourself when you are venturing into unknown territory.”



9 BIG IDEAS

1. CHANGE IS INEVITABLE

Things will change. It is an inevitable fact of life. In the 21st century, some aspects of life have been changing faster than ever. Consider the technology revolution, the huge increase in life expectancy since the start of the 20th century, climate change, and even the way we work after the pandemic.

As MacPherson points out, you can’t fight change. It is happening all around and always will. The first step is to acknowledge change and accept that it will happen. Anyone who refuses to keep pace with the world as it is now will be left feeling frustrated.

Keep in mind; while fighting change as a concept is futile, some specific changes do need to be fought against. The best way to fight negative changes is with more and better change.

2. ALL CHANGE IS PERSONAL AND EMOTIONAL

MacPherson reiterates that change is personal and emotional several times throughout his book. If you want to change or you expect your employees to change, it will always happen at a personal level. It takes people to make changes. You have to change yourself or convince others that evolving is best for them too.

This is also because all change is emotional. No matter the depth of logic or reason that you attempt to plumb, at some point it is emotions that rule the day. Of course, this means that change can be happy or exciting as well as frightening or upsetting. Without taking emotions into account, it is impossible to make the best changes in your life or the life of those around you.



9 BIG IDEAS

3. THE CHANGE MATRIX

MacPherson breaks change down into four categories.

- **ADAPT:** This reflects small changes over which you have no personal control. For instance, a short-notice change of schedule or a minor dress code change.
- **GROW:** A small change with total personal control. For instance, taking a different route to work or getting up 15 minutes earlier.
- **BURNING PLATFORM:** A large change with no personal control, like the pandemic or sudden redundancy.
- **QUANTUM LEAP:** A large change with total personal control. For instance, quitting your job or leaving the country.

The first two forms of change are easily handled most of the time but the second two can be life-changing.

4. THE 'BURNING PLATFORM'

This type of change can be the most difficult and disruptive. It gained its name from an incident on an oil rig when workers were forced to leap into the ocean when the rig caught fire. They were literally on a burning platform and had change forced on them very suddenly and unequivocally. This sort of change can come just like an oil rig fire. It is huge and life-changing... and you have no choice but to jump.

Burning platform change may come as sweeping reforms in your workplace or as a serious illness. Whatever it is, the burning platform change will hit you for six if you don't know how to deal with it. MacPherson outlines the change curve, to help you to understand how you feel when you hit a burning platform change and how you can work through it.

5. THE CHANGE CURVE

MacPherson uses Elisabeth Kübler-Ross' groundbreaking 5 Stages of Grief for his model of the change curve. Macpherson's points on the change curve are:

- SHOCK
- DENIAL
- ANGER
- FEAR
- DEPRESSION
- UNDERSTANDING
- ACCEPTANCE
- MOVING ON



9 BIG IDEAS

Graphically, this is depicted as a 'U' shape, with 'depression' marking the lowest point, or 'trough'. MacPherson explains that everyone goes through these stages during the process of a Burning Platform change. How long you might stay in any stage differs greatly depending on the person and the circumstances. It is also only too possible to slide back down the curve a few times before reaching the point of 'moving on'.

It is important to understand these stages and to know that they are normal and universal. The most important thing is to recognise when you are at the bottom of the trough and do your best to work your way up the other side of the curve.

6. THE "QUANTUM LEAP"

The Quantum Leap change tends to be less upsetting but can still be as much of an emotional rollercoaster as the burning platform curve. Because the Quantum Leap change is self instigated, it starts with excitement rather than shock. The Quantum Leap curve runs as follows:

- EXCITEMENT
- APPREHENSION
- FEAR
- REMORSE
- RATIONAL OPTIMISM
- GENUINE BELIEF
- EMBRACING THE CHANGE

In the 'U' of the Quantum Leap graph, 'remorse' represents the trough. While you start with excitement in a Quantum Leap change, fear and remorse are still valid and common responses. Take moving to another country. It's certainly exciting at first but soon you might wonder how things will be different. Then you worry that you won't fit in and start to regret leaving your friends and family. At this point, you are in the trough. You need to recognise your emotions and work to move forward to 'embracing the change'.

7. REACTING TO CHANGE

The way you react to change will reflect the way you benefit from it. Positivity is a good start but realism is the next smart step. You can fight against it or you can embrace it and make it your own. Change is going to happen so acceptance is the best policy.

MacPherson notes that for many change leaders, the changes they implement are Quantum Leaps, while for their staff change is a Burning Platform. This results in very different reactions to change. As a change leader, it is up to you to show your staff why you see the change as a Quantum Leap and to steer their reaction to the positive.



9 BIG IDEAS

8. REACTING TO CHANGE

There are seven barriers that people erect against change:

- DENIAL
- EMOTIONS
- FEARS
- TRIBES
- IDENTITY
- DOUBTS
- NEGATIVE THOUGHTS

Any or all of these barriers can prevent you from embracing change and even keep you in the trough.

Denial will stop you moving forward; accept the change instead.

Emotions can hold you back so identify what it is you are feeling, acknowledge your feelings, and then choose a new attitude.

Fear is a very natural reaction to change. MacPherson advocates embracing failure. No one succeeds all the time, accept the fact that things might not work out and move on.

Tribes are the people around you. The wrong people will hold you back and stoke your fears. The right tribe will fight alongside you.

If change appears to infringe intrinsically on your identity, you might need to reevaluate how you define yourself. Reframe your identity as someone who embraces and overcomes the challenges of the change. If a thing is worth doing or must be done, cast aside your doubts and push on. Don't let negative thoughts become reality. See them for the stories that they are and embrace the change.

9. BE YOUR OWN CHANGE CATALYST

MacPherson outlines six skills and strategies to embrace change:

- RESILIENCE
- CREATING FAVOURABLE CONDITIONS FOR CHANGE
- FINDING THE HELP YOU NEED
- HELPING OTHERS
- YOUR PERSONAL SWOT AND STRATEGIC PLAN
- TREAT YOURSELF LIKE A CHANGE PROJECT

By building and working on these skills and strategies, you will be ready for almost any change and will keep yourself in the change trough for as short a time as possible. Resilience for example is defined as:

- THE CAPACITY TO MAKE REALISTIC PLANS AND TAKE STEPS TO CARRY THEM OUT.
- A POSITIVE VIEW OF YOURSELF AND CONFIDENCE IN YOUR STRENGTHS AND ABILITIES.
- SKILLS IN COMMUNICATION AND PROBLEM-SOLVING.
- THE CAPACITY TO MANAGE STRONG FEELINGS AND IMPULSES.

Creating an environment flexible to change, getting help, helping others, planning and recognising yourself as a constant project in flux will all lead to a more successful life. You will be better able to roll with the punches and stay out of the change trough as you face what is coming next.



3 ACTION STEPS

1. ACCEPT THAT THERE WILL ALWAYS BE CHANGE

Change is always happening and always will. You need to accept that things will change before you can start to reap the benefits change can bring.

Change can be good, bad, or indifferent but it is always happening. By accepting this, you are on your way to making the most of any change, no matter how bad it might seem at first.

2. OVERCOME THE CHANGE BARRIERS

We all erect barriers to change. Admit denial, harness your emotions, confront your fears, find good tribes, reframe your identity, test your doubts, and detach from your negative thoughts surrounding change.

By breaking through these barriers, you can move forward to positive change and a better life.

3. BECOME YOUR OWN CHANGE CATALYST

All change is personal. Embrace any change that comes your way and make it yours. By becoming your own change catalyst, you take control.



1 KEY TAKEAWAY

The key takeaway of The Power of Change is that change is inevitable. You can either let it control you or you can be your own change catalyst.

Recent decades have seen change at record speeds. Change comes in the form of the good, the bad, and the ugly. Bad or ugly change can only be tackled by more change.

Embrace change, become your own change catalyst and you will find yourself on the best path. Fight change and you will only ever move backwards.



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