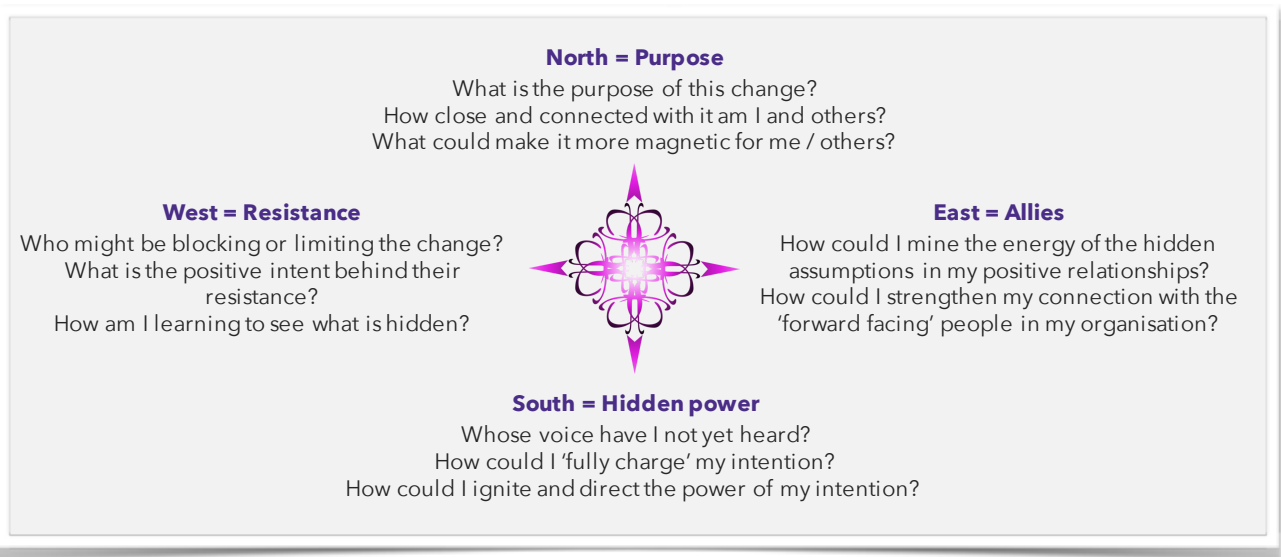


ENERGETIC CHANGE

Navigating uncertainty with clarity and ambition

Energetic change was the subject of our recent breakfast conversion, hosted by Lynn White of WDI Consulting and Nicola Parton, Managing Director, Swiss Re. We used one particular model, the metaphor of the four points of a compass, to bring to life the overall approach.



We have applied Nicola's story of leading transformational change, and your own reflections, to highlight the different perspectives that come from adopting a fresh approach to change.

Nicola's story of leading transformational change in Swiss Re, through the lens of the energetic change compass

Nicola and her team started by surfacing and connecting with their true North:

"Agreeing our collective purpose and our true north was critical at the outset." ... "One critical early moment was challenging our own self-limiting beliefs about wanting to play it small and coming to believe we could be the best!"

They also looked to the East and developed allies:

"As an introvert I had to learn to 'light up' when I talked about the transformation." ... "Having connectors in the business was critical - people outside my function who just 'got it' and spread the word." ... "What are you most proud of? My team".

And, in the South they tapped into hidden power:

"Creating contagion was key - I went to workshops for everyone in the function, sharing my belief in what we were doing, listening to them and letting them connect with what we were doing." ... "Telling success stories was really, really important."

"The energetic change compass was a fast way to create simplicity and perspective from the complexities of modern issues and contexts. I have been talking about the magnetic north for years now but this really brought it to life for me and I now have a better articulation for it. Change the way people think and you change their capability and I could certainly feel people challenging themselves to look at things differently."
 Caroline Waters, Executive board member

"The change compass has amazing power to unlock and refresh habitual thinking."
 Katherine Bollon, OD Consultant, The Law Society

They also looked West to understand resistance:

"Later on, a significant moment was in listening to our people, we realised that how we were talking about measurement was prompting the wrong behaviours. So, after a lot of heated debate, we agreed to say that and change our approach."

The transformation has achieved real and lasting results. The global Claims function Nicola leads has found that broker ratings and customers' Net Promoter Scores have significantly improved, showing that their customers and stakeholders are feeling the difference.

Participants' explored how they would use the compass

North: Purpose	<p><i>"I need to un-tap the hidden part of me, or my desire to assimilate will undermine my ability to create change."</i></p> <p><i>"We are struggling with the source of the magnetism; what connects us and our clients needs to be part of that magnetism."</i></p>
East: Allies	<p><i>"You get a different perspective by trying something out - without overthinking it - by just doing it."</i></p> <p><i>"Look beyond the internal to external allies who will engage themselves in the journey and reward good behaviour."</i></p> <p><i>"I love the idea of contagion, of tapping into the enormous energy of each and every person to produce the heat, power and strength to move forward."</i></p> <p><i>"I'm going back to think about how I approach and articulate change, so that I don't take my allies for granted."</i></p>
South: Hidden power	<p><i>"Younger leaders can bring a new energy - less about control."</i></p> <p><i>"Using the 'f' word (feelings) deepens my own self insight and leads to a stronger connection with my team."</i></p>
West: Resistance	<p><i>"Having the courage to break patterns and old habits unlocks energy and allows new possibilities to emerge."</i></p>

"The feelings people at the breakfast conversation gave to describe a change are contradictory: 'exciting' being by far the most common, followed by 'frustrated', 'fearful' and 'hopeful'. Often people are encouraged, or expected, to feel either positive or negative, yet your experience shows that the same people feel both, and about the same change. Therefore, everyone may harbour some inner resistance that needs to be uncovered and explored." Lynn White, Principle Partner, WDI

We really enjoyed bringing so many people, with such diverse experience and backgrounds, together to participate in a lively, and refreshing discussion about creating and sustaining mindset and behavioural change. *"Where attention goes, Energy flows"* (James Redfield, 1993).

The references we talked about

Malcolm Gladwell on creating contagion, and using connectors in *The Tipping Point: How Little Things Can Make a Big Difference*, 2002

Amy Cuddy - how 'power poses' help you feel more confident [Your body language shapes who you are](#)
Edelman global trust barometer 2015 - how peers are more important than leaders in building people's trust

One participant's reflection; Barry Jones, Goldman Jones - [LinkedIn post](#) on our breakfast conversation, 13 October 2016