

# Driving Cultural Change in a Digital Age



**James Russell**

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Contact:

[james@leadtochange.co.uk](mailto:james@leadtochange.co.uk)

+44 (0)7879 608886



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It's only taken me 25 (ish) years!



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Change is **inevitable**



...but Transition isn't

## Is Technology Moving too fast for Humanity?



Giles Crouch | Digital Anthropologist

Follow

5 min read · Sep 25, 2021

"AI won't take your job. It's somebody using AI that will take your job."

Richard Baldwin of Economist

during a panel at the 2023 World Economic Forum's Growth Summit.



# We can't keep 'transforming'

- Seamless multi-channel
- AI powered NBA (Next Best Action)
- Adaptive products
- A dazzling array of KPIs!





# Humans and Tech need to co-exist

Personalized Email [Return to Snapshot](#) [Loss Details](#)

Subject: Claim Request # [REDACTED]

Dear Customer,

Thank you for contacting Care Insurer regarding your accident claim. We understand that this is a difficult time for you and we are here to help. Our claim request number for this incident is [REDACTED]

We are sorry to hear about the unfortunate accident you had. We understand that you were driving towards the east of Monroe St. and took a left at the crossing but there was no sign indicating there was a left turn, which resulted in a head on collision with another car coming from the opposite direction. We are relieved to hear that you were wearing a seat belt and that the airbag went off. We are sorry to hear that you sustained injuries to your right leg, right arm, and shoulder. We hope that you are recovering well and urge you to get medical treatment for the injury.

We have noted down the details of the accident and the damages to your vehicle. We will arrange with our printer to pick up your vehicle from Aldi's garage and bring it to one of our storage facilities where it will not be subject to storage fees. We request you to please remove any personal belongings from the car, including license plates and any other personal things. We also recommend looking through your records to relocate or to locate the title of the vehicle and any lienholder information as that documentation will be necessary for the processing of the total vehicle.

Since your vehicle is not drivable and you do have a rental coverage on your policy, we can arrange for a rental vehicle for you. An adjuster will be assigned to your case and he or she will get in touch with you on your mobile number within one business day. We request you to gather the bills and receipts of the services you have or will have, and keep them handy to submit when necessary.

We will do everything we can to process your claim as quickly as possible. You will get regular updates on the process over text and e-mail. We encourage you to rate this conversation on a scale of 1 to 10, one being extremely unhappy and ten being extremely happy, your feedback will help us improve the process.

We are here to help you through this process. Please feel free to reply to this email if you have any further queries or require additional assistance.

Warm regards,  
Care Insurer

Disclaimer: This email is generated by an automated system and may not reflect the views of the sender. The sender is not responsible for any errors or omissions in the content of this email. Do not reply to this email, please contact the Claim Support Team with your claim number.

# Customers aren't waiting for us to sort it out....

## Customer Experience Gets Worse. Again.

The average customer experience rating of U.S. companies hits a new low amid inflation and fallible customer-service chatbots

By [Katie Deighton](#) [Follow](#)

Updated June 17, 2024 5:25 pm ET



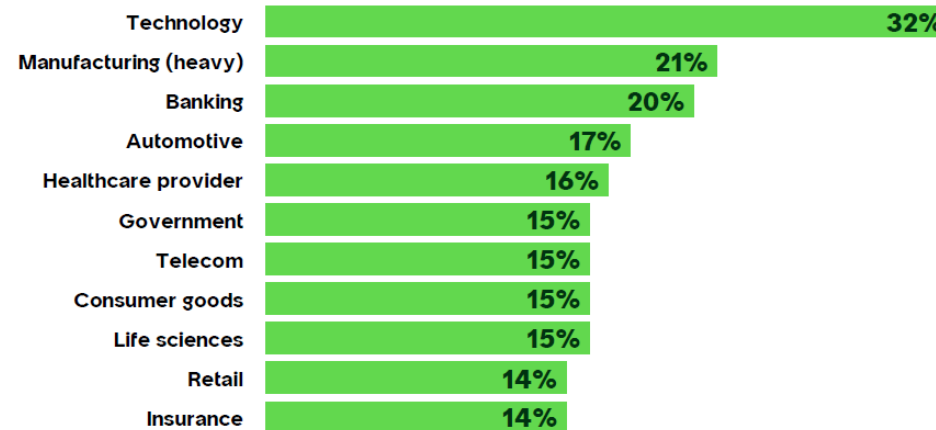
# ...and Insurance isn't leading the way

## Industry snapshot

### Tech sets the pace

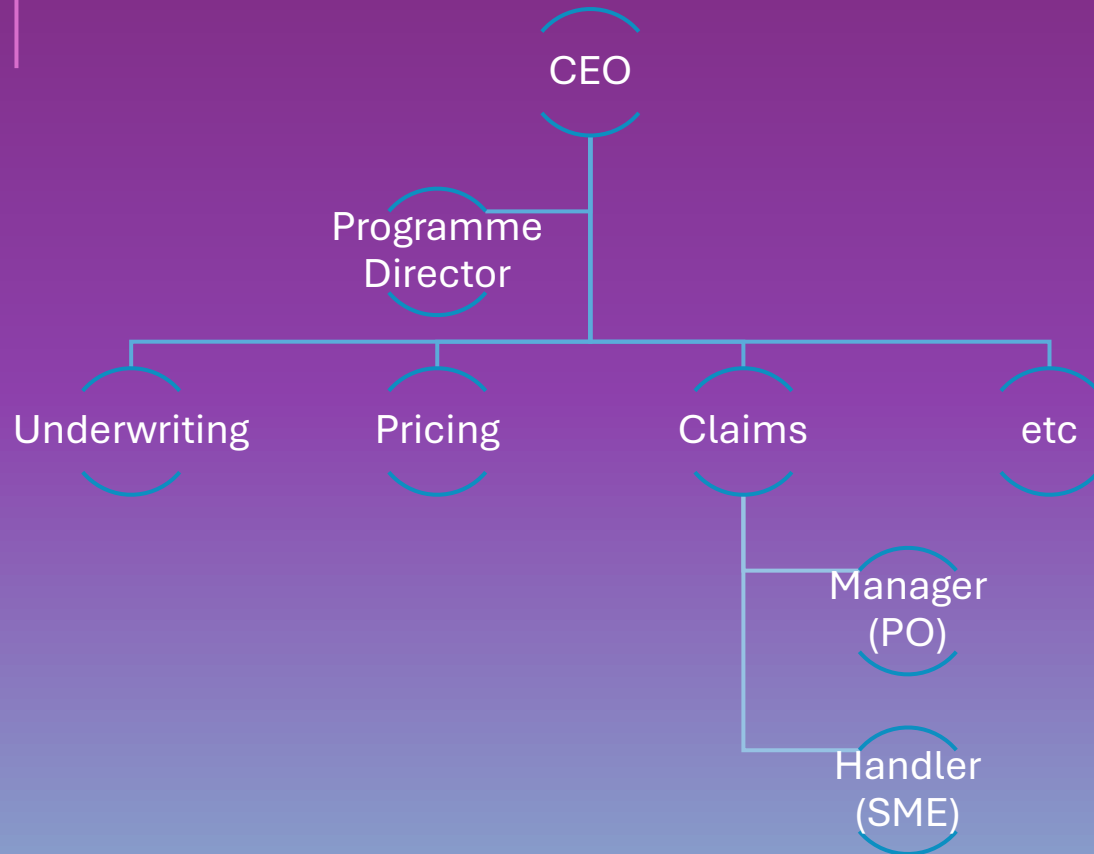
While there are moderate differences in AI maturity across industries, some industries have a noticeably higher percentage of Pacesetters. Technology organizations dominate, with 32% of respondents emerging as Pacesetters. That's 11% more than heavy manufacturing (21%), the industry with the second highest count.

### Percent of Pacesetters by industry





# Somewhere in an Insurance company...



# But the odds don't look great...

Bain Consulting Study

**300** major change programmes (2013-2023)

What percentage produced lasting results?

**12%**

McKinsey & Co. research

While IT projects delivered better benefit performance...

... were they on-budget?

**+ 66% over budget**





**Change is  
inevitable.**

**Transition isn't.**

**14%!**

Source: Oscar Trimboli



‘Method’ is  
only skin-  
deep





**We need to get  
to the heart of  
the matter.**

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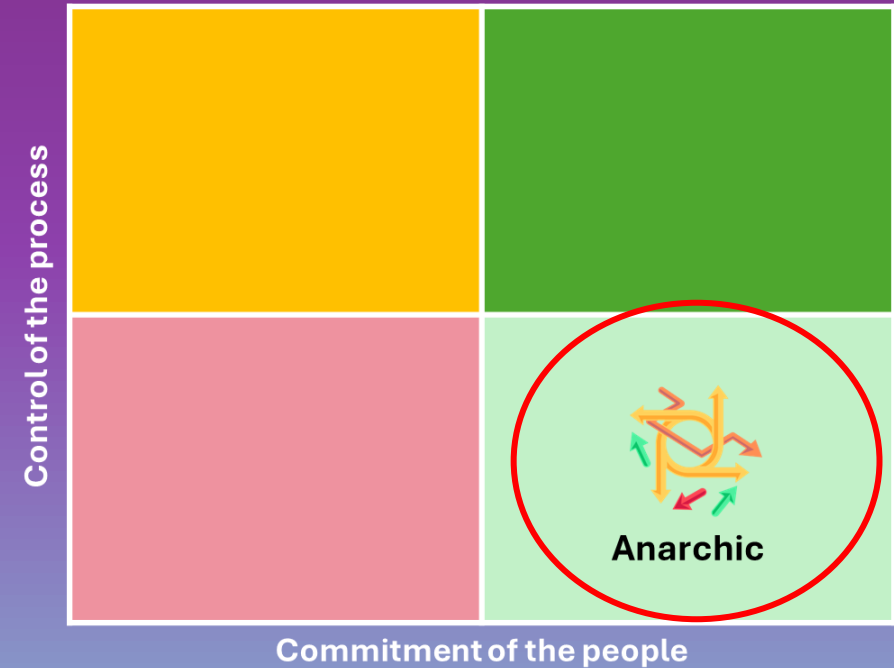
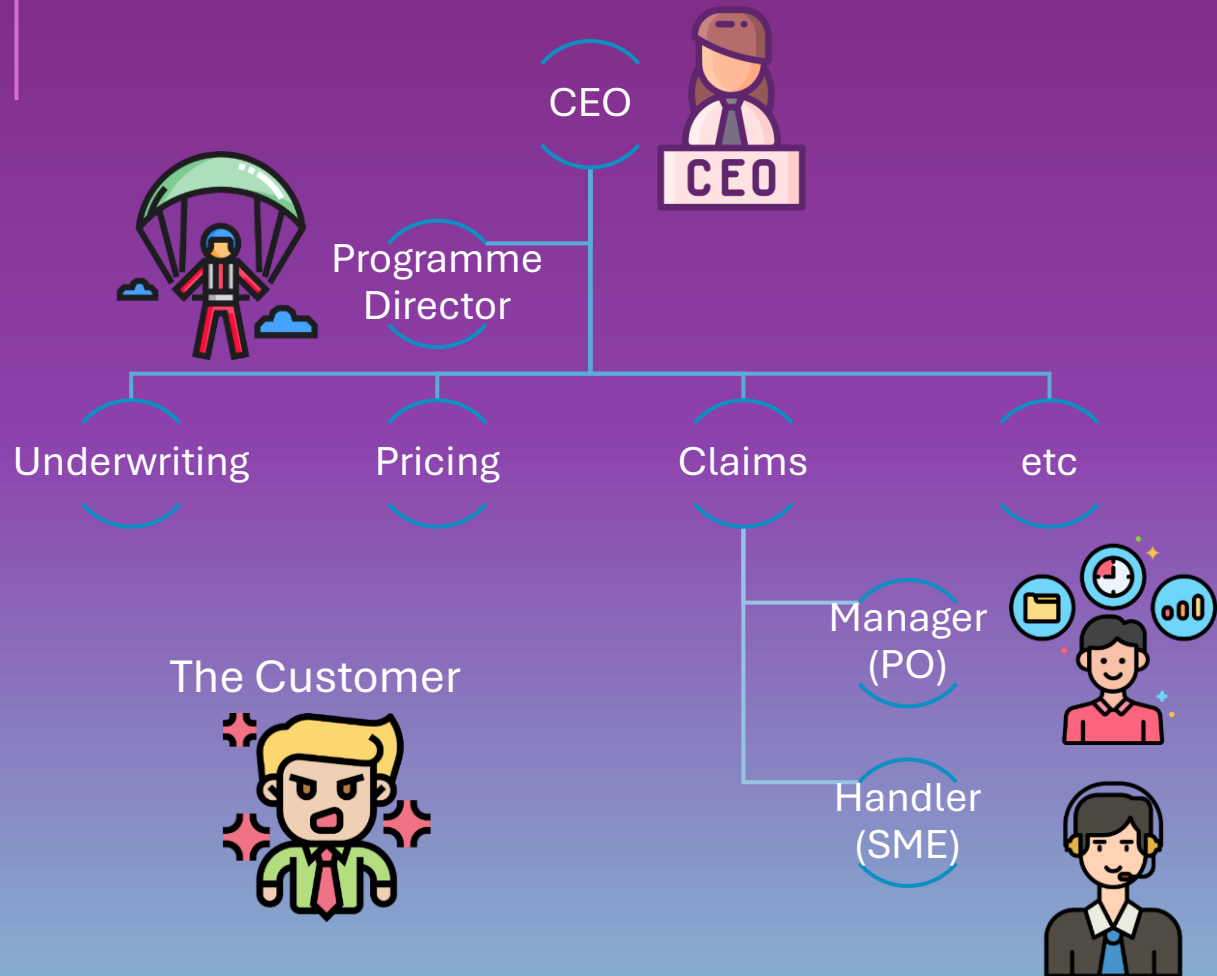
# The Ascendent Organisation



Peter Wickens (1995)



# Are they set-up for success?



# Creating the conditions for success



## Blue Heron's **Pillars of Performance.** How to create the conditions for success

### **PURPOSE**

- I know where we are going
- There is a compelling reason for action
- The work is important and has meaning
- I am empowered to act – skills, resources, autonomy

### **BELONGING**

- I feel part of this group – we are together in this
- My voice matters
- I am part of the bigger picture
- I can see the impact of my / our work
- I care about my colleagues

### **SAFETY**

- It is safe to speak out and challenge
- There are high levels of trust and respect
- I can be open and vulnerable
- I can admit mistakes and learn quickly

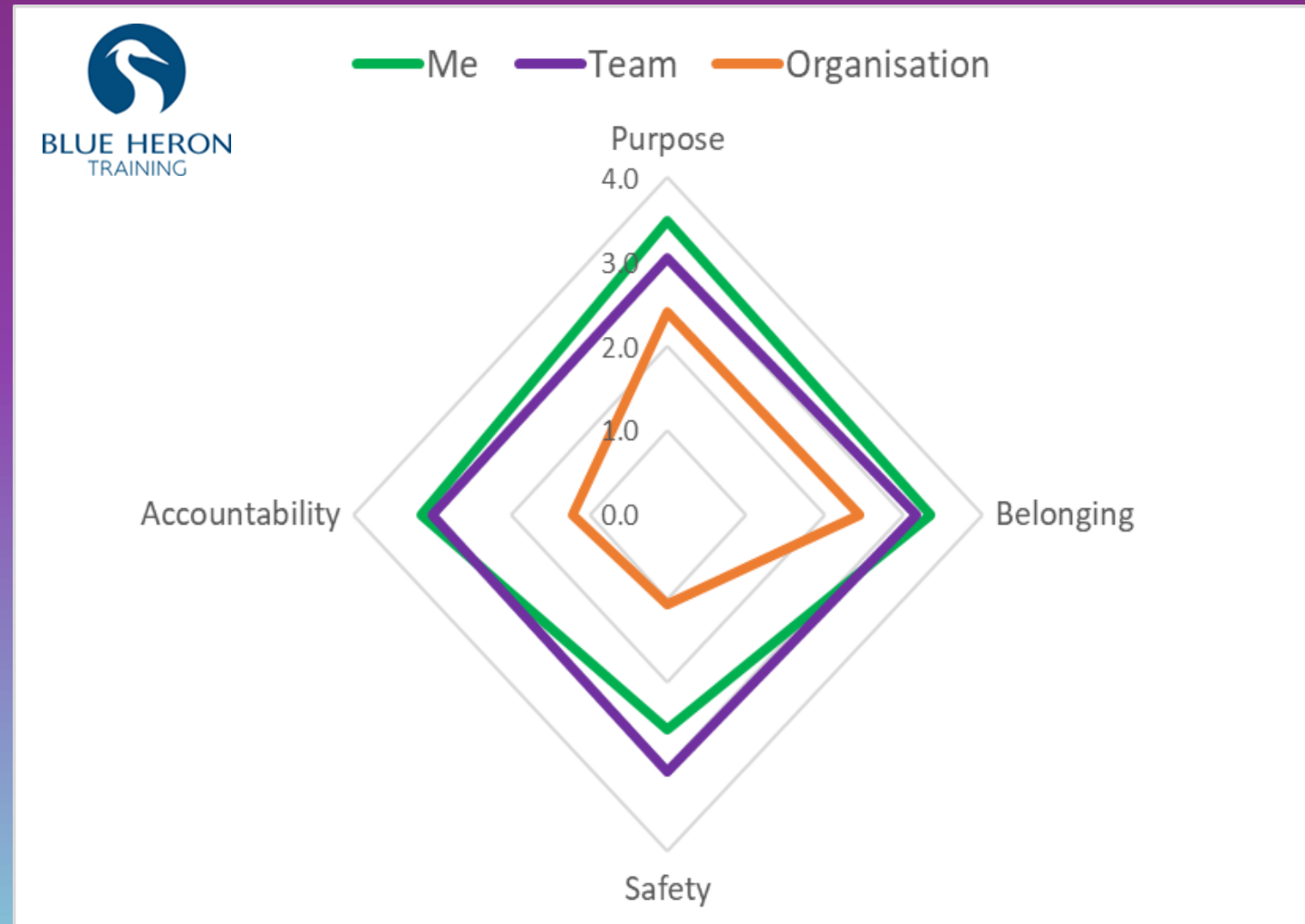
### **ACCOUNTABILITY**

- Dialogue & feedback are productive, candid, informal
- We can depend on each other
- I am comfortable taking ownership
- We measure what matters





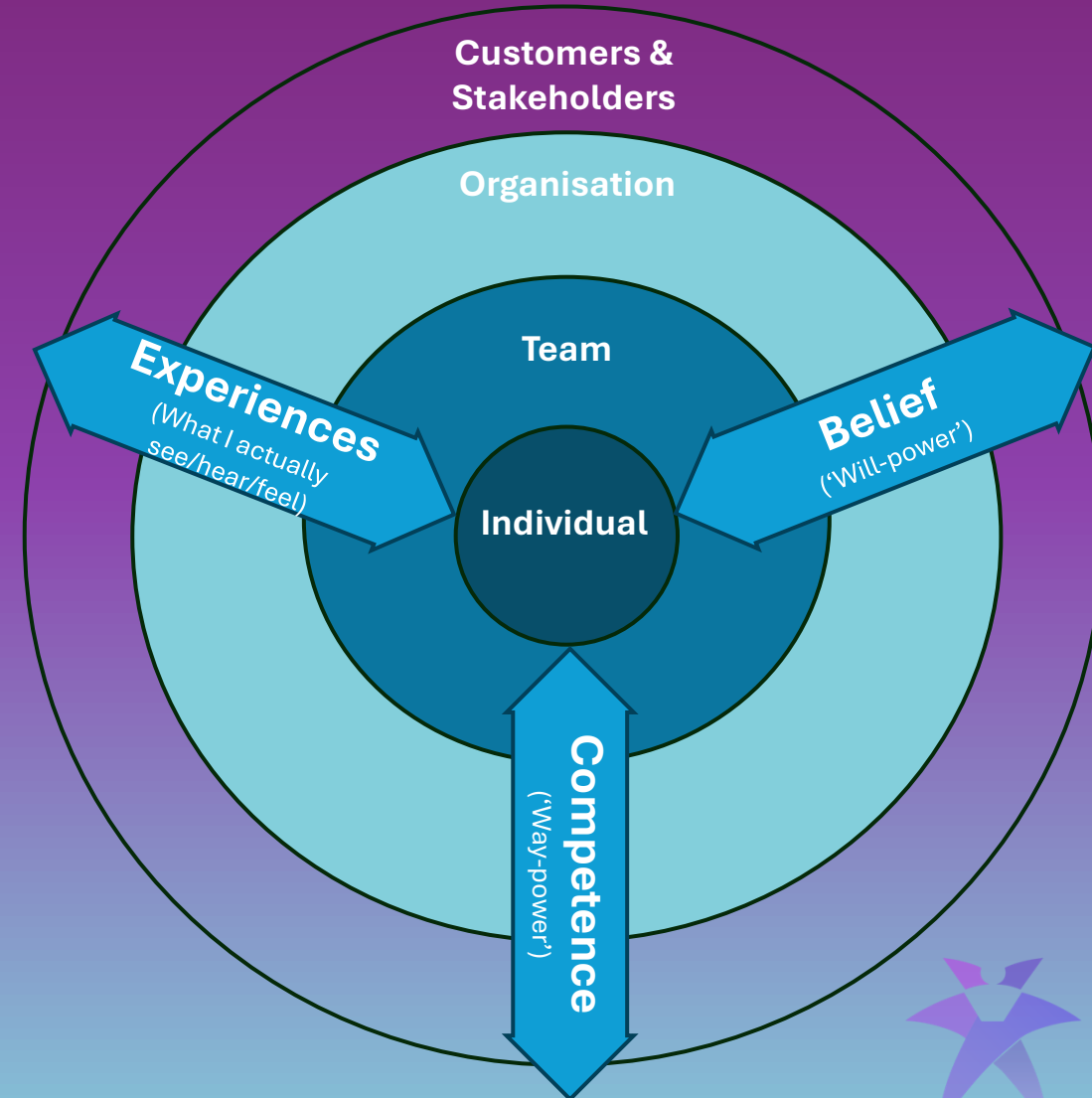
# How do we gauge if the business is ready?



# What do we need to do?

- We need to look at:
  - The **System**
  - What the organisation **wants to do**
  - **Aligning** and **engaging** its people

## Contracting for Change



# What's *really* going on?

## Current State

Top-down / 'all on me'

'Apologetic' ?

"Permission"

'Rescuing'

Cost-centre

"My budget"

Functional mindset

Address all complexity up-front

I'm on my own

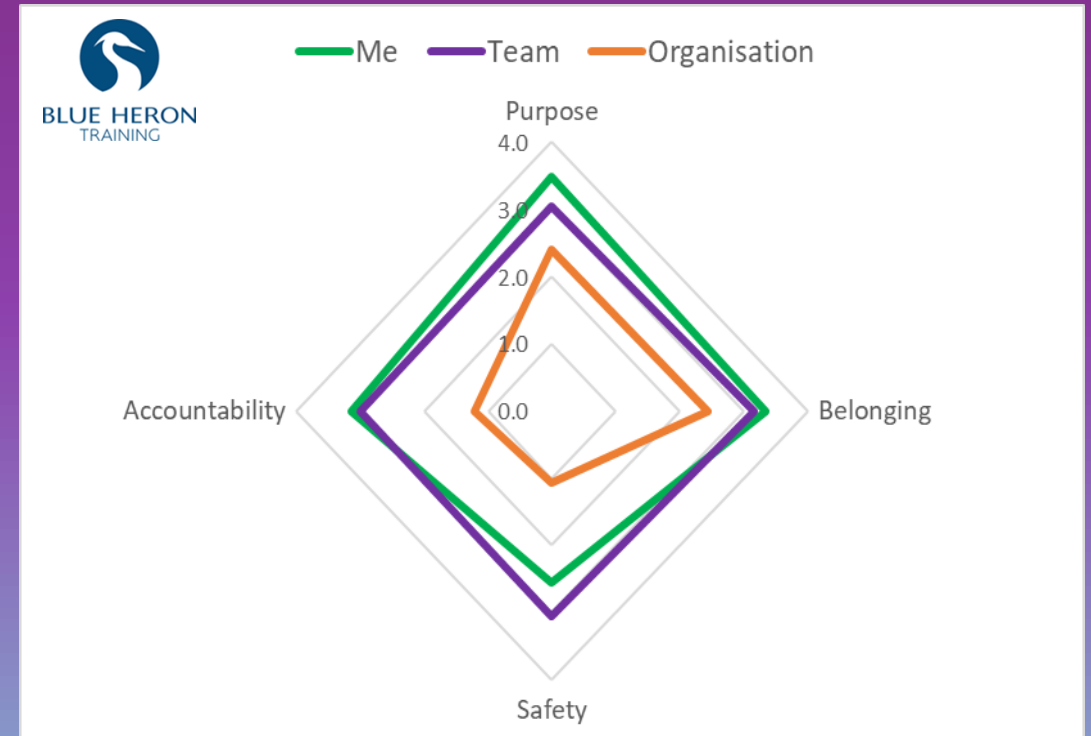
Feeling intimidated

'Showing up'

Done-to

A thousand reasons why I can't  
do something

What I have



# Taking action

## Leadership

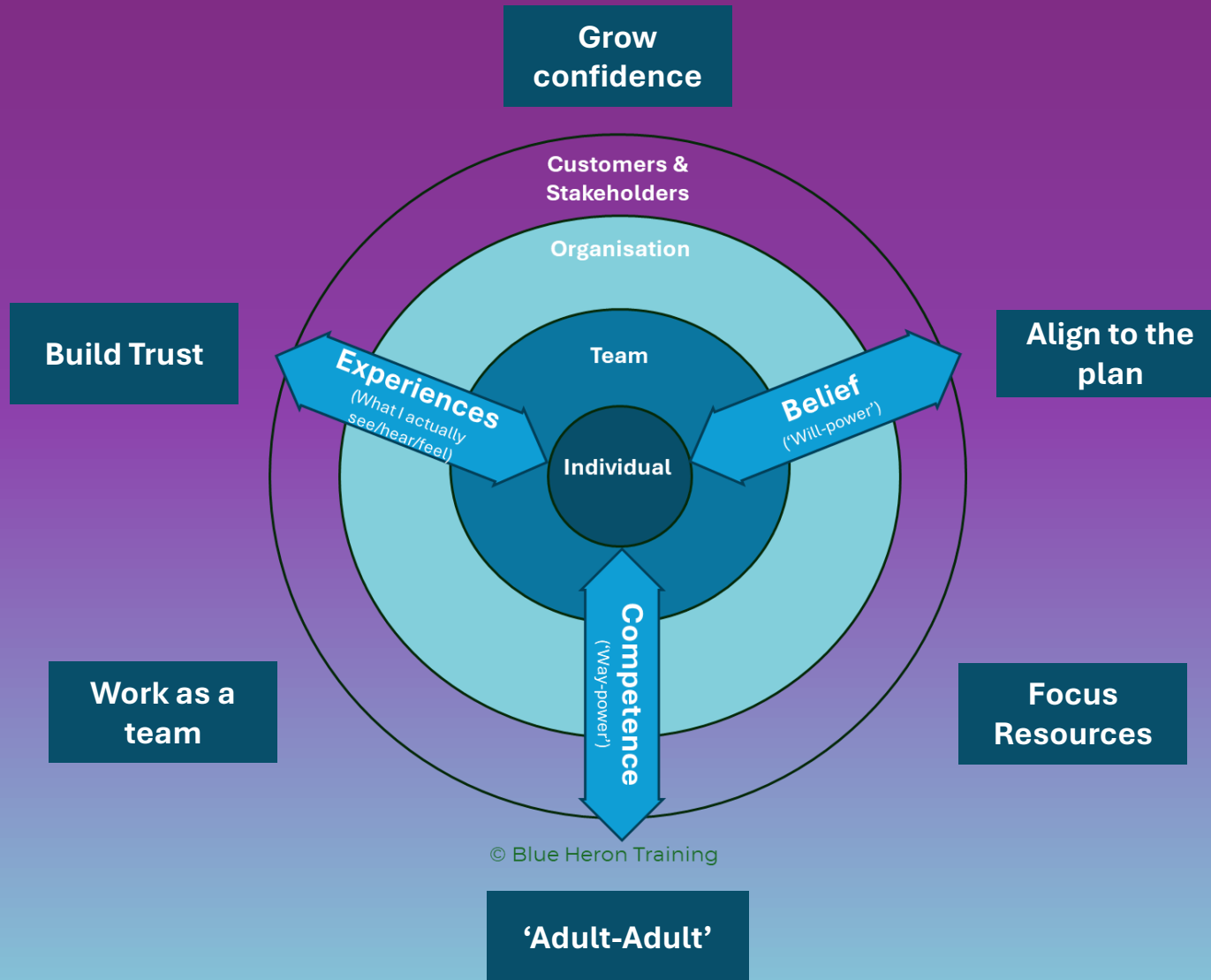


## Team





# Belief, Competence, Experience

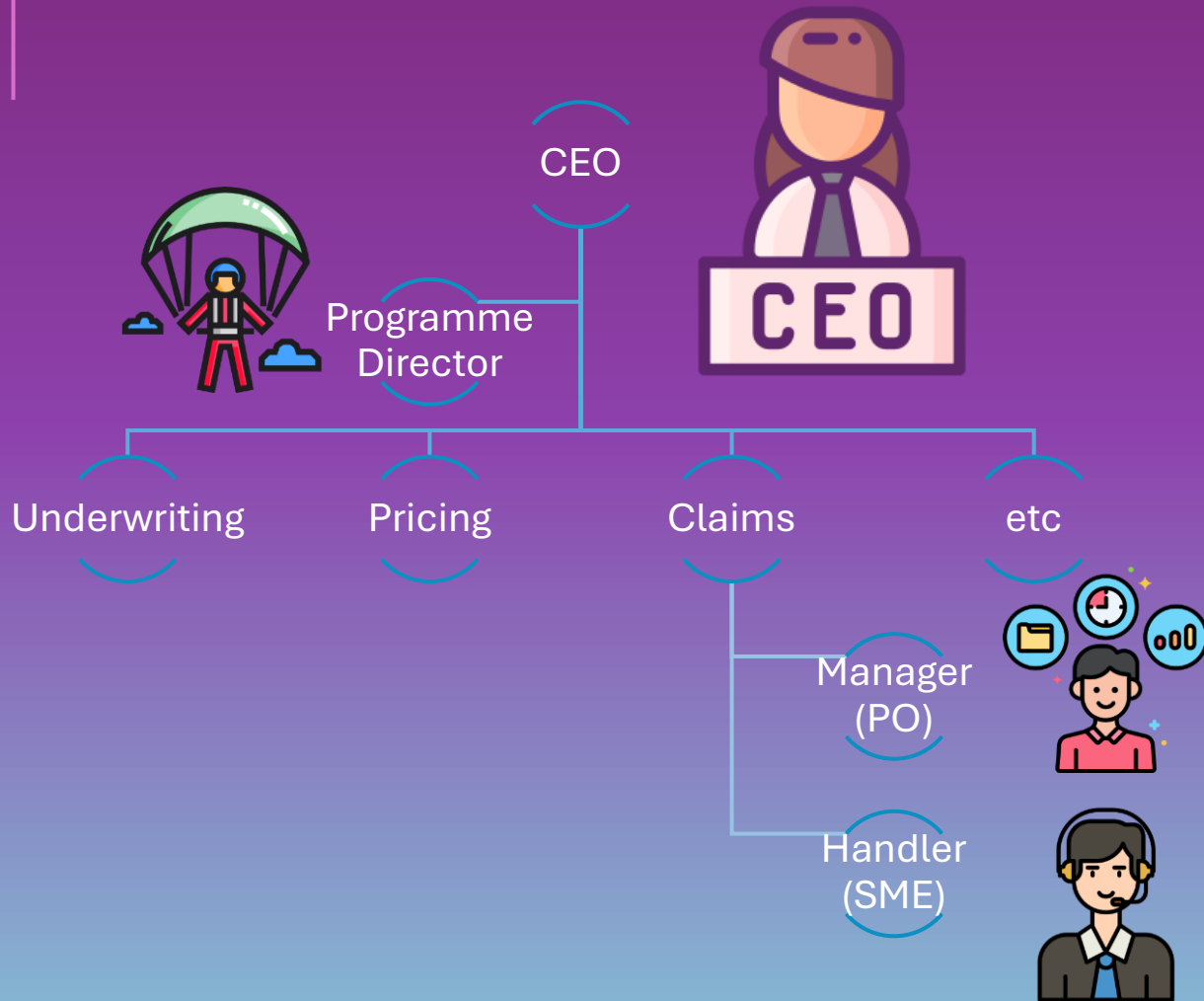


# Shifting mindsets and behaviours

From		To
Top-down / 'all on me'	→	<b>Leader-Leader</b> (owned and co-created)
'Apologetic' ?	→	<b>Courage to shoot for our ambition</b>
"Permission"	→	<b>"I intend to"</b>
'Rescuing'	→	<b>"What support do you need?"</b>
Cost-centre	→	<b>Value generator</b>
"My budget"	→	<b>What's best for our Purpose?</b>
Functional mindset	→	<b>Enterprise Thinking</b>
Address all complexity up-front	→	<b>Incremental hypothesis testing</b>
I'm on my own	→	<b>Open and 'safe' to ask for help</b>
Feeling intimidated	→	<b>Learning &amp; growth</b>
'Showing up'	→	<b>Enjoying what I do!</b>
Done-to	→	<b>In control &amp; confident</b>
A thousand reasons why I can't do something	→	<b>Work the problem, make priority calls</b>
What I have	→	<b>What I need</b>



# Outcomes for our characters

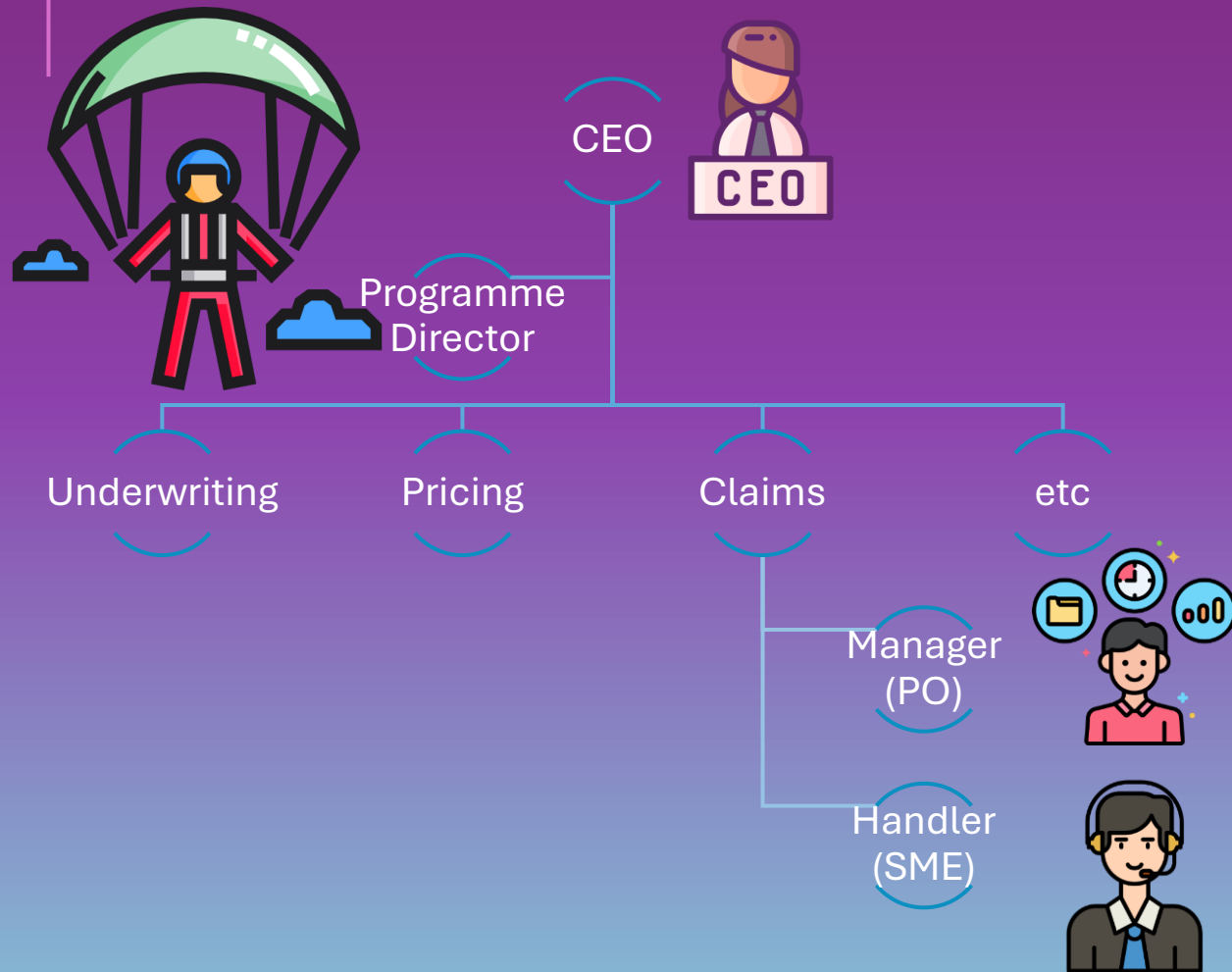


CEO:

- **Listen**
- **Adapt**
- **Take action**



# Outcomes for our characters



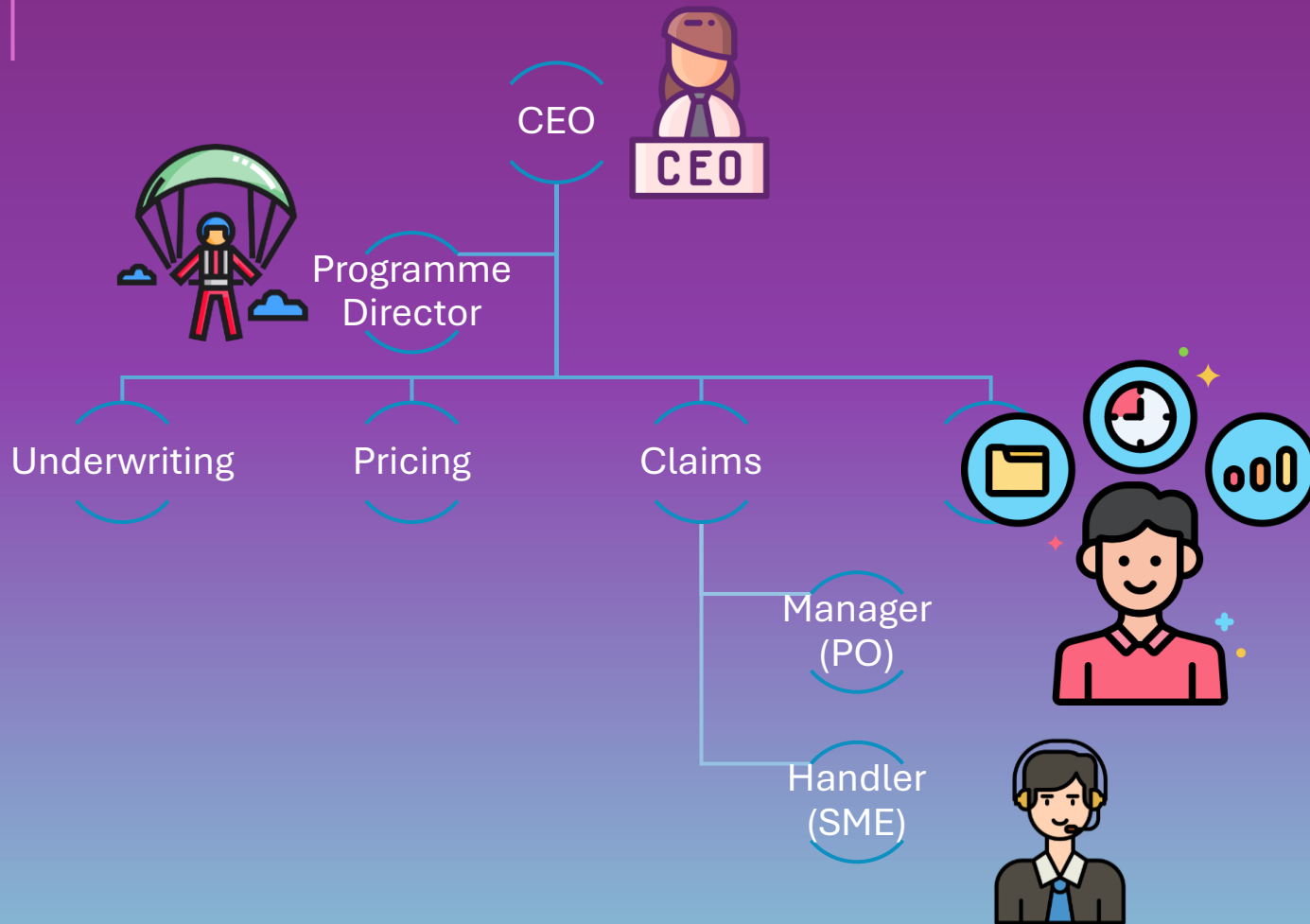
## Programme Director

- **Create** safe environment
- **Align** people so they are feeling secure, confident and resourced-up
- **Trust** the team to deliver





# Outcomes for our characters

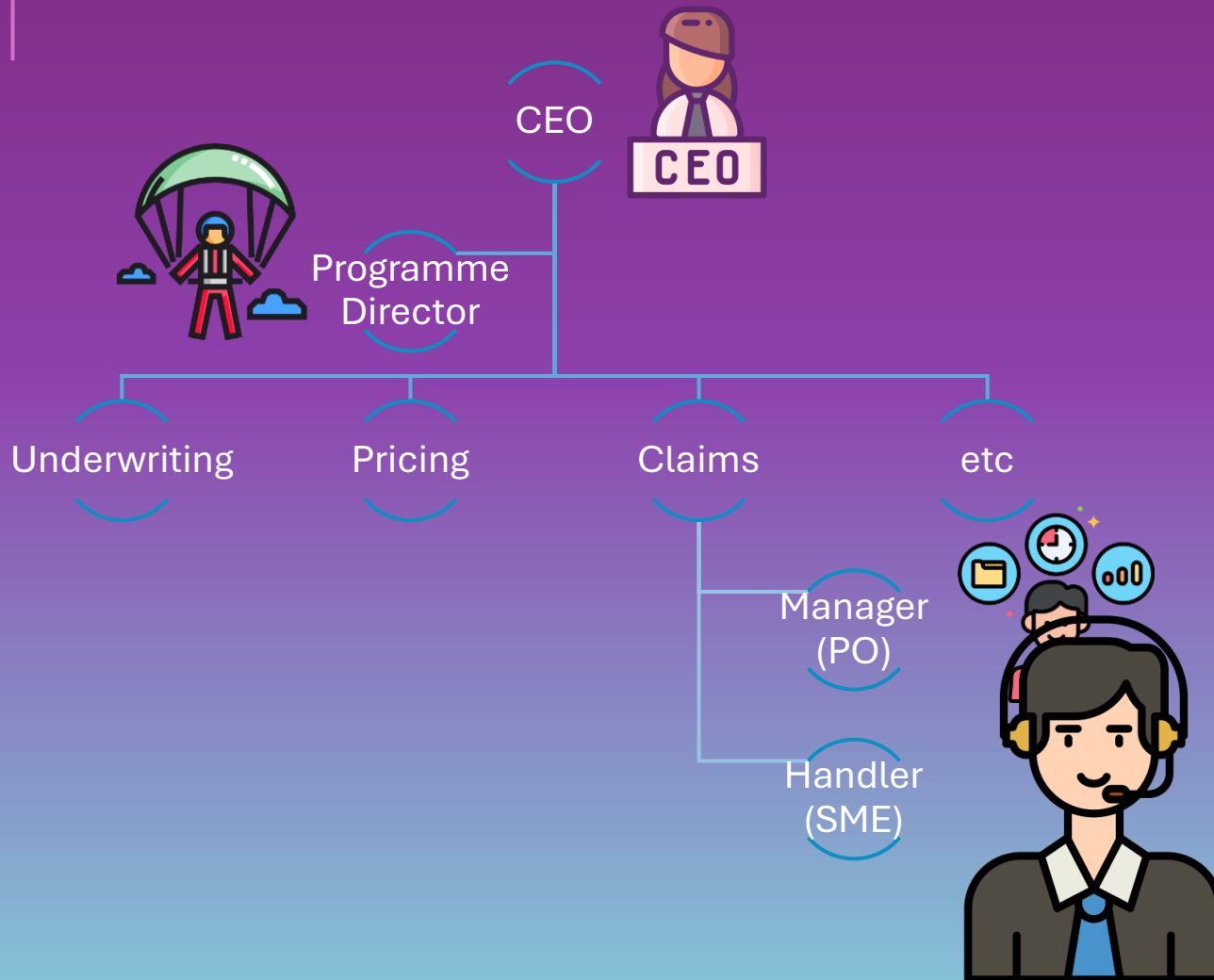


## The Ops Manager (PO)

- **Focus:** *"Where should we spend the next Euro?"*
- **Value for money**



# Outcomes for our characters

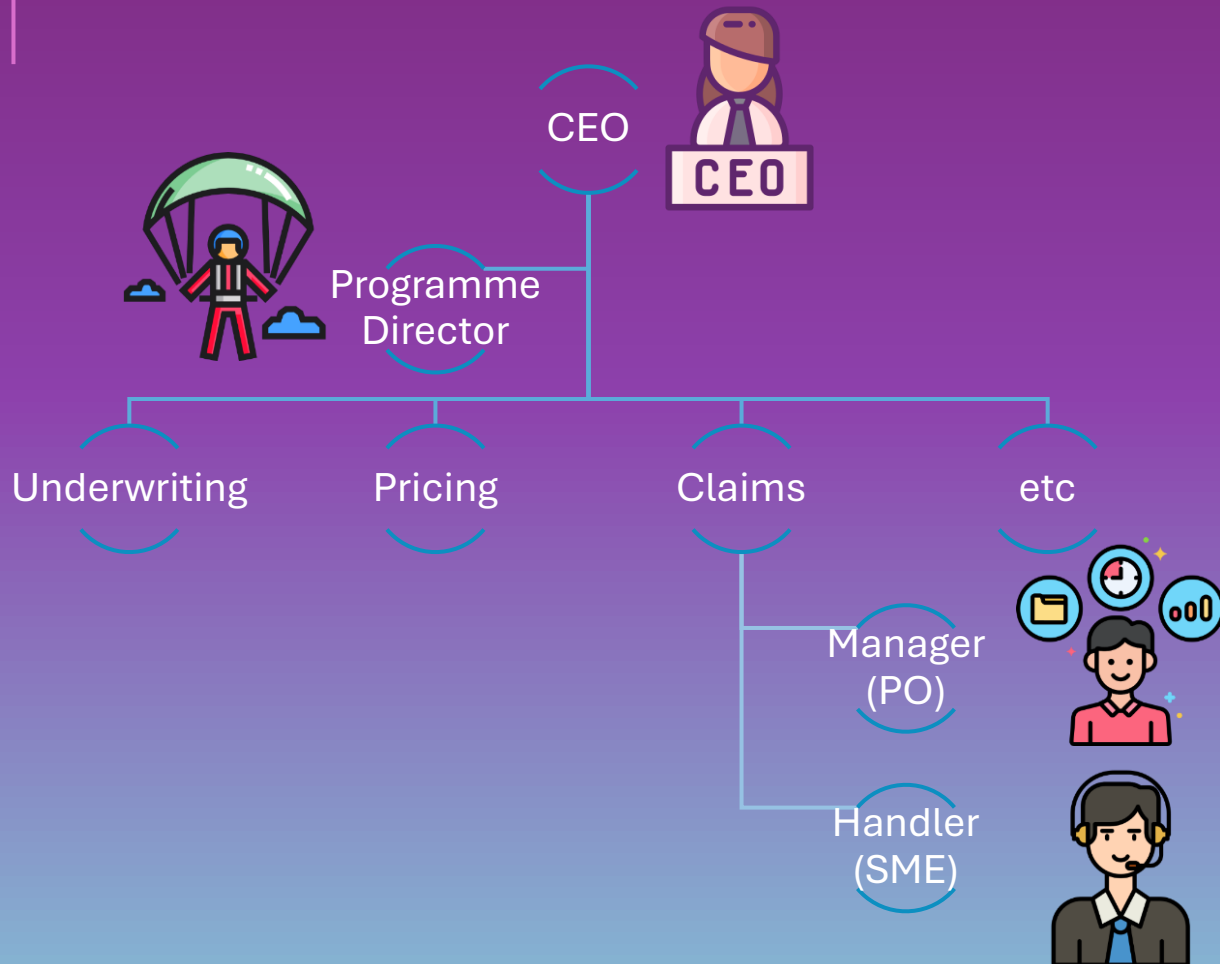


## The SME

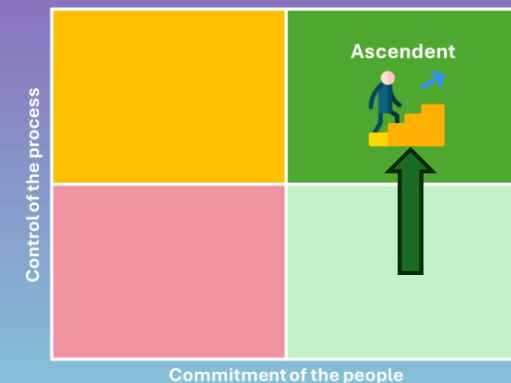
- **Courage** to own the change
- **Confidence** to build what's needed, now



# Outcomes for the organisation



- **Ascendent organisation**
- **Leader-Leader**
- **Trust**
- **Resilient culture** to make the transition



# Outcomes for our characters



The CUSTOMER!

- Does what I need
- Not over-complicated



# Change is inevitable. Transition isn't.

- Focus on the **People** as well as the project
- Make sure *they* have the **Clarity** and **Competence**
- So *you* have confidence to **Divest Control**

# Lead To Change Consulting

1. **Preparing people** for **Change** and new processes/systems
2. **Coaching operational leaders** and **project teams** so they are engaged and owning the change that is needed
3. **Optimising the investment** being made in People/Process/Technology
4. **Maximising the value** achieved

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