



FP Work



# How can you prep for the unknown? Sometimes you can't, but there are options

*First Hand: Even change guru and author Phil Buckley has had to pause and pivot*

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Change with Confidence author Phil Buckley first developed his passion for change while working for Cadbury. PHOTO BY HANDOUT PHOTO

*For 30 years, Phil Buckley has dedicated his career to helping people and organizations embrace something most of us hate and fear: Change. It isn't easy or comfortable, he admits, but the senior change management consultant promises there are ways to lessen the blow. First Hand's Rosemary Counter asked the Change with Confidence author how it works when even change masters like him have to pause and pivot.*

**Phil Buckley:** Eight years ago, I wrote *Change with Confidence*, a traditional business book. But did you know that the average reader only reads 20 to 40 per cent of any book? People are so busy juggling and they need these skills so badly, but there's just not enough time in the day. So I changed too, and the new book is designed specifically for those people who actually need resilience skills more than anyone.

***FP Work: How did you get so passionate about change to begin with? Most people hate it.***

**PB:** I spent 16 years at Cadbury – yes, the chocolate company – which at the time was big enough to be a \$5-billion organization but small enough that we were constantly under threat of overtaking and therefore huge change. I noticed that leaders were almost frozen because their functional experience didn't leverage over well to the unknown. This is still true today: How can you prep for the unknown? Sometimes you can't, but I became fascinated with what you can do, with your options, with how your leadership might make the difference.

***FP Work: What should leaders do? Or maybe a better question is, what should they not do?***



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