



# UHR Conference 2025

Online 13 - 15 May

#UHR25

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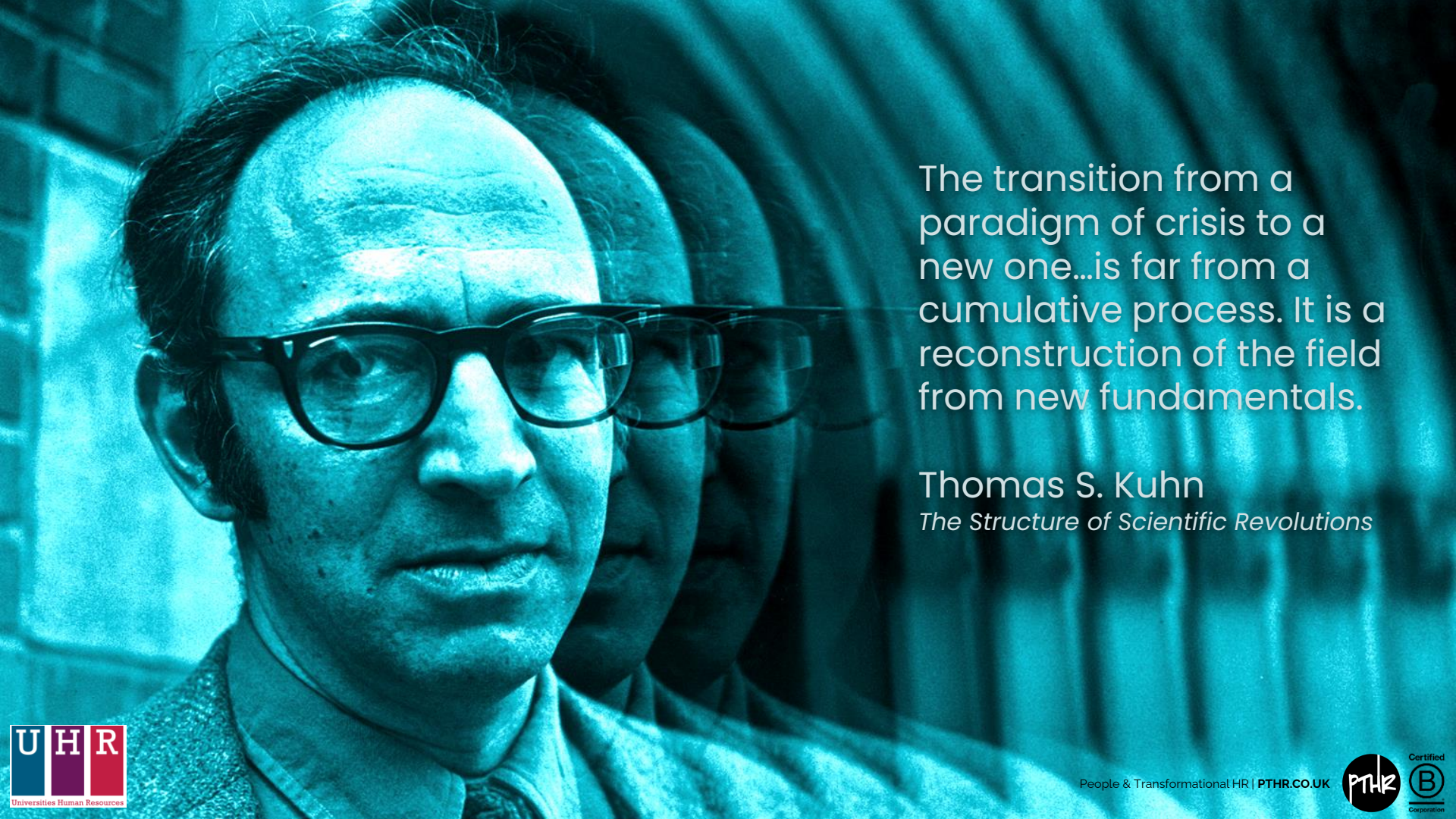


# ALL CHANGE

## Perry Timms MCIPD & FRSA - Founder & Chief Energy Officer: PTHR

Author: Transformational HR (2017 + 2021); The Energized Workplace (2020) and The HR Operating Model (2025)  
 6x HR Most Influential Thinkers' List (4x Top 10 - Ranked Number 1 in 2022 - Hall of Fame inductee 2023);  
 Lifetime Achievement Award: Democracy and Self-Managed Systems - WorldBlu Freedom at Work™  
 Haier Model Institute - RDHY Certified - Top 50 Self-Managed Enterprises Globally 2024  
 Semco Style Institute - Certified Self Management Expert | 5x Engagement 101 Influencer  
 Thinkers 360 Top 100 HR Influencer 2025 | People & Culture Association: Global Icon 2024 | 2x TEDx Speaker  
 4x Adjunct Professor/Visiting Fellow | LinkedIn Learning Instructor | BPS Accredited Psychometric Instruments





The transition from a  
paradigm of crisis to a  
new one...is far from a  
cumulative process. It is a  
reconstruction of the field  
from new fundamentals.

Thomas S. Kuhn

*The Structure of Scientific Revolutions*



## Plenary 1: All Change

Change has changed. Transformation is transforming everywhere. How do senior People Professionals lead the charge towards more evolutionary purpose and impact in helping their people and organisations be future-ready?

Join Perry Timms for UHR 2025's opening keynote, which will explore:

1. A new Theory of Change needed in the world of work, helping usher in
2. A new Operating Model for the HR and People Profession which leads the way to
3. Upgraded systems, people and processes linked to science, emergence and agile dynamism.

Homaging William Gibson's quote: "The future is already here, it's just unevenly distributed." change has already changed; it's just unevenly applied. Let's change that, starting today.

Speaker: Perry Timms | Founder & Chief Energy Officer, PTHR

# MY HELL IS CHANGE MANAGEMENT



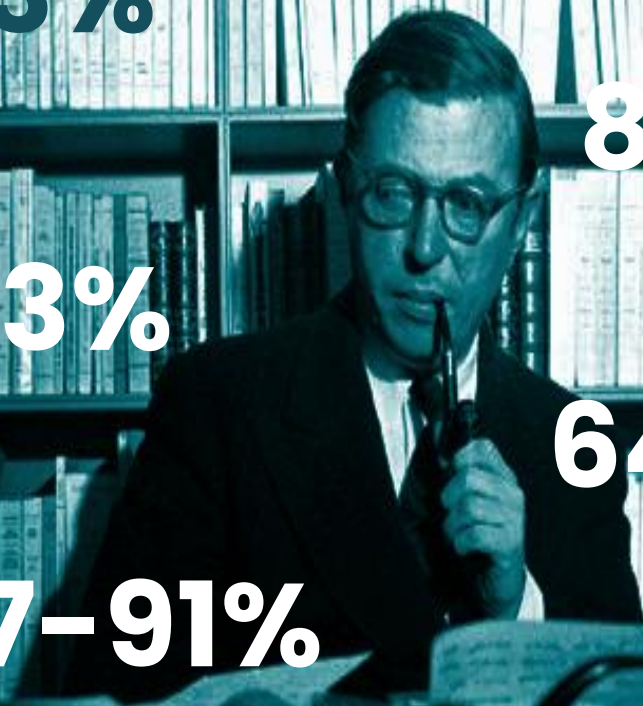
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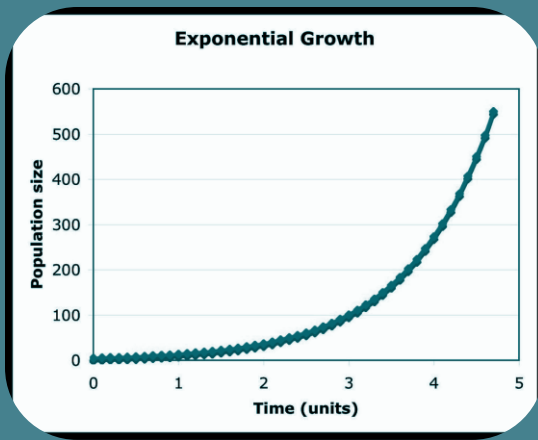
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## The rhetorical bloat of change clichés



# THE NEW THEORY OF CHANGE

REWIRING HOW  
WE TRANSFORM

BY SOMEONE WHO'S HAD  
ENOUGH OF BROKEN CHANGE  
MODELS

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# THE NEW THEORY OF CHANGE

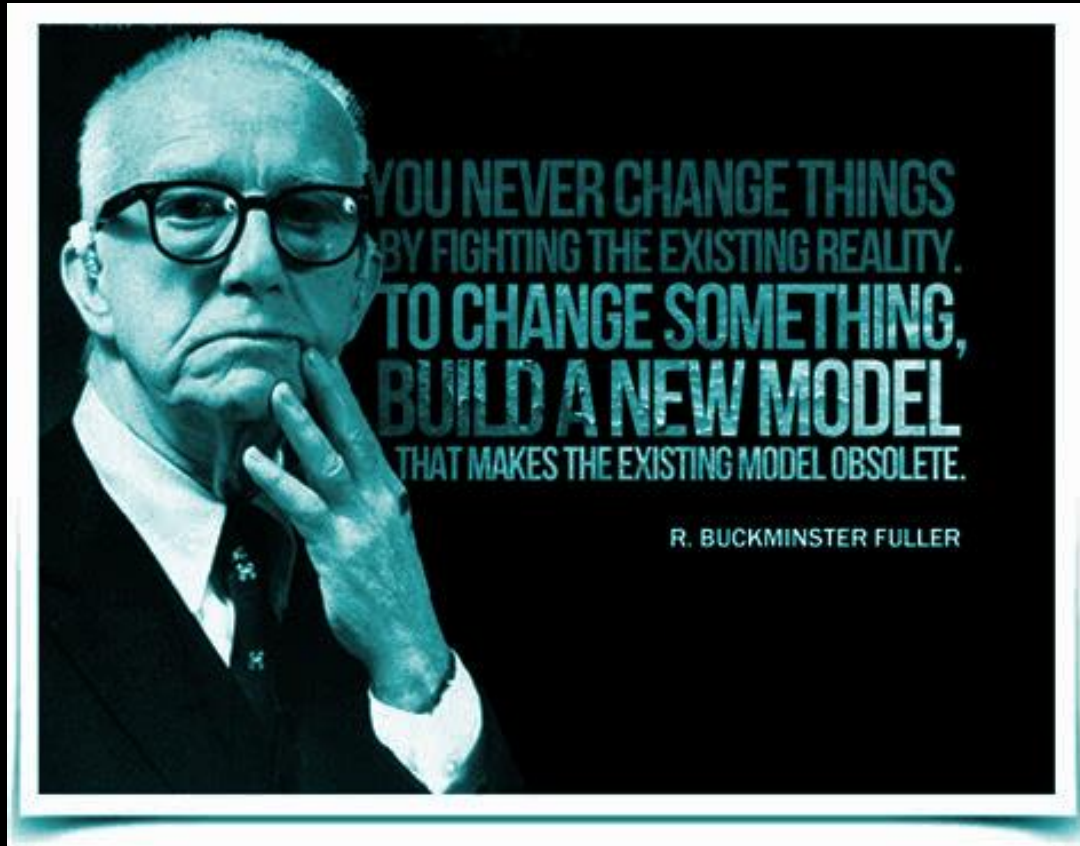
REWIRING HOW  
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## Prologue: HR and the People Profession Leading The Change of Change



# Part I



# THE NEW THEORY OF CHANGE

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MODELS

## Recast your Change Narrative in HR:

### PART I – THE DEATH OF OLD CHANGE

#### 1. The Broken Inheritance

- Why Kotter, Lewin, and Kübler-Ross no longer cut it
- Myth of the 70% failure rate
- Rituals of change theatre and checkbox culture

#### 2. Change Management Hell

- The Four Horsemen of Organisational Decay  
(*Complacency, Confusion, Control, and Cynicism*)
- Stories from the frontline of fire-fighting
- Change fatigue vs systemic exhaustion

#### 3. False Prophets and Flimsy Models

- The cult of frameworks
- Over-professionalisation and the alienation of real people
- Why complexity laughs at your 10-point plan

# Change has become Apocalyptic

There are “four horsemen” of apocalyptic change:

## 1. Complacency (The Horseman of Stagnation)

Many organisations cling to outdated models, strategies, and cultures, resisting the urgency to evolve in response to rapid technological and societal change. Slow adaptation leads to irrelevance, competitive disadvantage, and a failure to meet the expectations of modern customers and employees.

## 2. Confusion (The Horseman of Fragmentation)

Silos, power-grabbing, a lack of alignment, and poor communication fracture organisations, making it hard to achieve cohesive, collaborative progress. Misaligned teams, conflicting priorities, and inefficiencies derail even well-intentioned change efforts.

## 3. Control (The Horseman of Exhaustive Overload)

The relentless pace of work, constant transformation initiatives, and digital acceleration overwhelm employees and leaders alike. Burnout, disengagement, and a loss of trust in the leadership team’s ability to manage change effectively.

## 4. Cynical Short-Termism (The Horseman of Myopia)

A focus on quick wins and immediate gains over sustainable, long-term strategies undermines transformational efforts. Superficial change, missed opportunities for innovation, and failure to build resilience against future challenges.



# Part II



**“Change doesn’t happen from telling people what to do. It happens when they see the system, and then see their role in it.”**

Margaret Wheatley

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MODELS

## Recalibrate Change in HR:

### PART II – WHAT CHANGE REALLY IS NOW

#### 4. Change Has Changed

- Living systems, not machines
- From programmes to pulses
- From endpoints to oscillations and emergence

#### 5. People are the System

- Organisational trauma and learned helplessness
- Identity, status, and the neuroscience of resistance
- How the People Profession became the stewards of survival

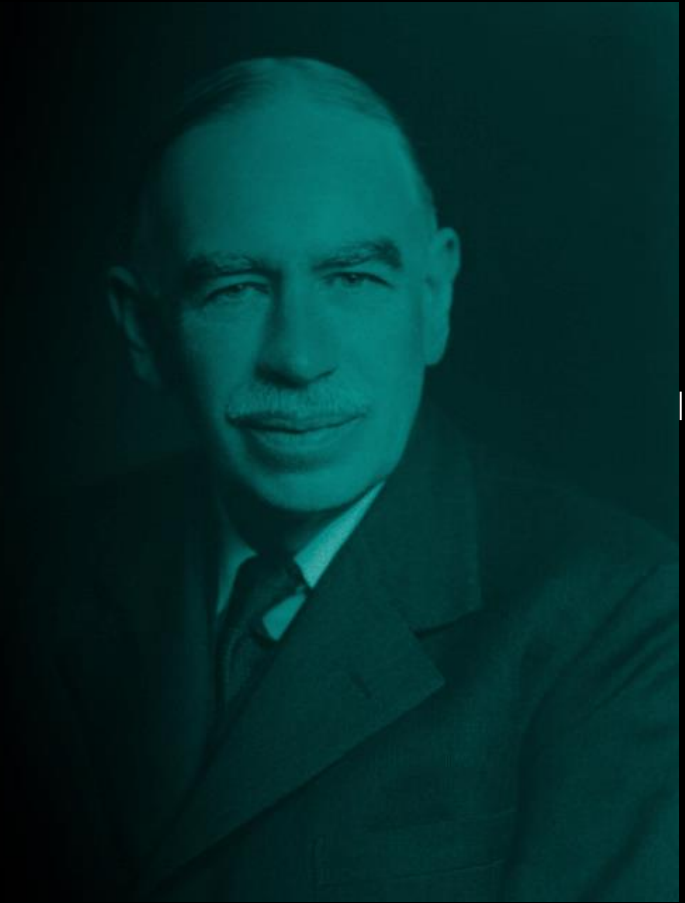
#### 6. Leading Without a Map

- The need for Enterprise Leadership, not just operational grip
- Complexity, Cynefin, and convening adaptive space
- Case examples of brave leadership in messy times

# Part III

**The difficulty lies,  
not in the new ideas,  
but in escaping from  
the old ones.**

— *John Maynard Keynes*





# THE NEW THEORY OF CHANGE

REWIRING HOW  
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ENOUGH OF BROKEN CHANGE  
MODELS

## Restate your Change in HR:

### PART III – THE NEW THEORY OF CHANGE

#### 7. The Four Horsemen of Regeneration

- Sense, Steward, Sustain, Spark
- Flipping the decay horsemen into design principles
- Designing for energy, trust, reciprocity, and rhythm

#### 8. Beyond Method: Designing for Movement

- How to create conditions, not just plans
- Momentum over motivation
- Prototypes, patterns, pulses

#### 9. The System is the Strategy

- Culture as infrastructure
- Feedback as fuel
- Embedding change as part of organisational metabolism

# Part IV Change needs to become Eudaimonic

There are “four horsemen” to deliver a flourishing state of prosperity for all:

## 1. Sense (The Horseman of Visionary Purpose)

A clear, inspiring, and future-focused vision that aligns the organisation around a shared evolutionary purpose. Vision provides direction and motivation, ensuring everyone understands the “why” behind the change.

## 2. Steward (The Horseman of Connectivity through Collaboration)

Eradicating silos and forging natural, systematic cross-functional and self-managed/autonomous collaboration to enable seamless communication and alignment. Connectivity ensures that everyone is working toward clear goals and builds a culture of trust.

## 3. Sustain (The Horseman of Fortitude)

Building adaptive systems and supporting people to thrive amidst turbulence, uncertainty and change. Shared resilience enables people *and* organisations navigate complexity without succumbing to burnout or fear of failure. Taking a *wholeness* approach to the evolution and way of being with themselves, their future and their belonging to the organisation, its mission and vision, their colleagues and the evolution they want to be a part of.

## 4. Spark (The Horseman of Innovation)

Cultivating a forward-thinking evolutionary mindset that balances short-term agility with long-term strategy. Futures Thinking and foresight helps organisations bend the arc of the future towards them on their terms, and is more than staying ahead of emerging trends and challenges while remaining adaptable as its strongest organisational capability.

# THE NEW THEORY OF CHANGE

REWIRING HOW WE TRANSFORM

BY SOMEONE WHO'S HAD ENOUGH OF BROKEN CHANGE MODELS

## Restart how you Change in HR:

### PART IV – THE NEW THEORY OF CHANGE

#### 10. New Tools for the Brave

- Sensemaking labs
- Cultural impact mapping
- Capability choreography over competency matrices

#### 11. Rewriting the Role of the People Profession

- From enabler to architect
- Building permissionless participation
- Facilitating a shared theory of thriving

#### 12. The Future We Might Yet Make

- Hopeful endings
- The dance between collapse and creativity
- A manifesto for regenerative change



# Part V

A portrait of Leonard I. Sweet, a man with long grey hair and glasses, wearing a dark jacket over a collared shirt. He is gesturing with his right hand, pointing towards the right. The image is tinted with a blue/cyan color.

**“The future is not  
something we enter.  
The future is something  
we create.”**

*Leonard I. Sweet*

# THE NEW THEORY OF CHANGE

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## Reset your ceremonies of Change in HR:

Be brutal and purge your rituals.

A cultural detox to stop mistaking structure for substance.

Corporate rituals once had meaning: the boardroom meeting, the packed calendar, the year-long project plan. But now they've calcified. They're theatre.

The "living museum" metaphor is brutal and brilliant — organisations walking around wearing the *uniforms of agility* while *reenacting the battle scenes of bureaucracy*.

*Change doesn't fail because of people — it fails because of the spaces we expect people to work within.*

## Part V



# SHIFT CEREMONIES



# RITUALS



## 1. Ceremony Audit

Challenge teams to list their top 5 “ceremonies” (e.g., Monday standups, monthly town halls, board reviews, project launches) and:

- **Keep** if it adds clarity, energy, or trust.
- **Kill** if it’s about optics or inertia.
- **Reinvent** if it once worked but feels empty now.

## 2. From Theatre to Prototypes

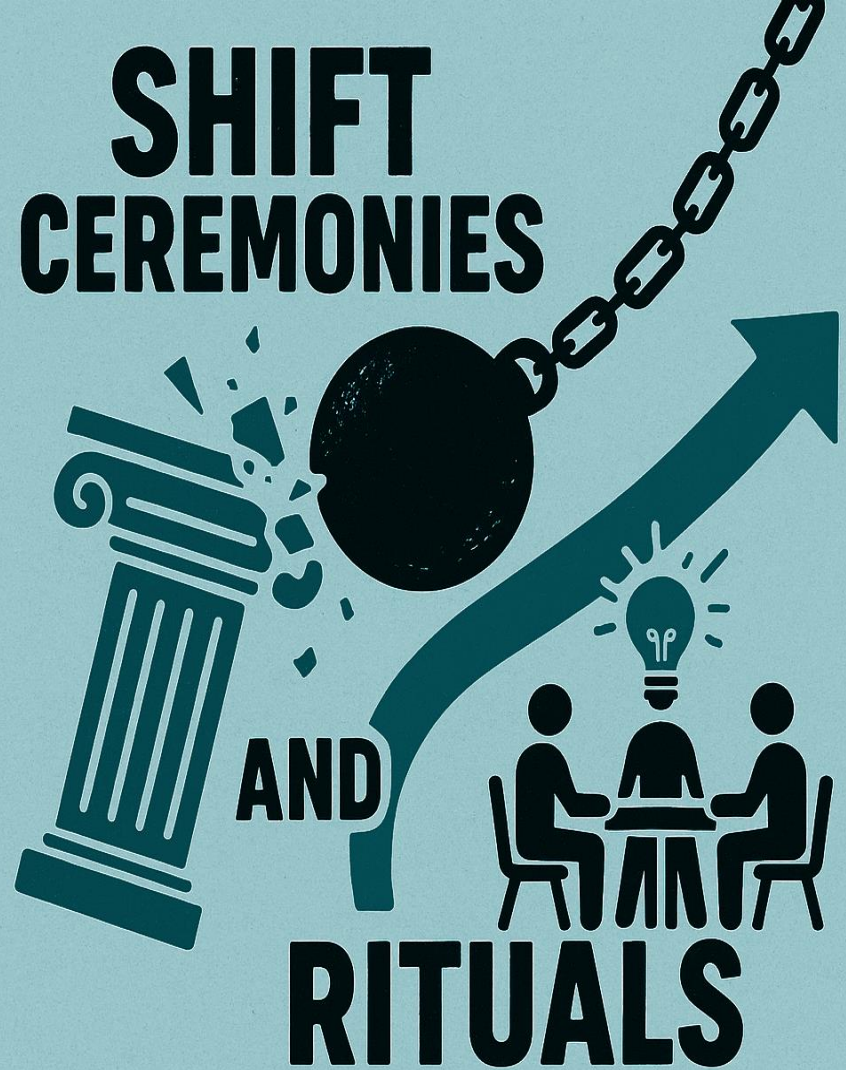
Replace any ceremony that is a performance (status updates, board theatrics, slide decks no one reads) with **working prototypes**: dashboards, short videos, AI-summaries, or even living documents updated in real time.

## 3. “No Museum Mondays”

A provocation: one day a week where teams are forbidden to do anything resembling legacy rituals. No formal meetings. No slide decks. Only co-creation, testing, learning, and rest.

## 4. The Obituary Exercise

Write the obituary of a meeting ritual. “Here lies the Quarterly Business Review, beloved by no one, known for wasting time and crushing spirits.” Then design a better alternative.



# Harvard Business Review

A NEW PARADIGM

## ORGANIZATIONAL OSCILLATION THE DAWN OF OO

# CASE STUDY

## ORGANISATIONAL OSCILLATION AT SCT

Structured Change Technologies (SCT) has long embraced the concept of organisational oscillation, alternating between exploitation and exploration.

This cyclical approach has allowed SCT to extract maximum value from existing resources while still fostering innovation.

Success hinges upon SCT's ability to adaptively transition between these two modes in response to changing internal and external conditions.

## ***Two big shifts for HR – Organisation Design & Development and Leadership Development***

**Organisation Design** – brought into being by a significant change or transformation.

**Then**

**Organisation Development** – ongoing, iterative change, improvements and adaptations.

Now both forms of OD “Oscillate” more regularly between each other.

OD has become OO – **Organisational Oscillation.**

**AND**

**Leadership Development as an event-based, skills programme is a futile pursuit.**

Leadership Development is now an “**infinite game**” of disaggregated, constant learning for leaders just to stay in the game. Another form of oscillation: lead/learn/lead and learn again.





HR 3.0

HR  
SKILLS  
MANAGEMENT

HUMAN RESOURCES

Learning  
Pathways

Learning

Operating Model

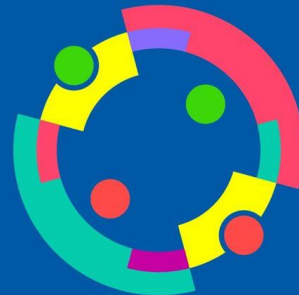
HR RESOURCES

Pathways

Perry Timms

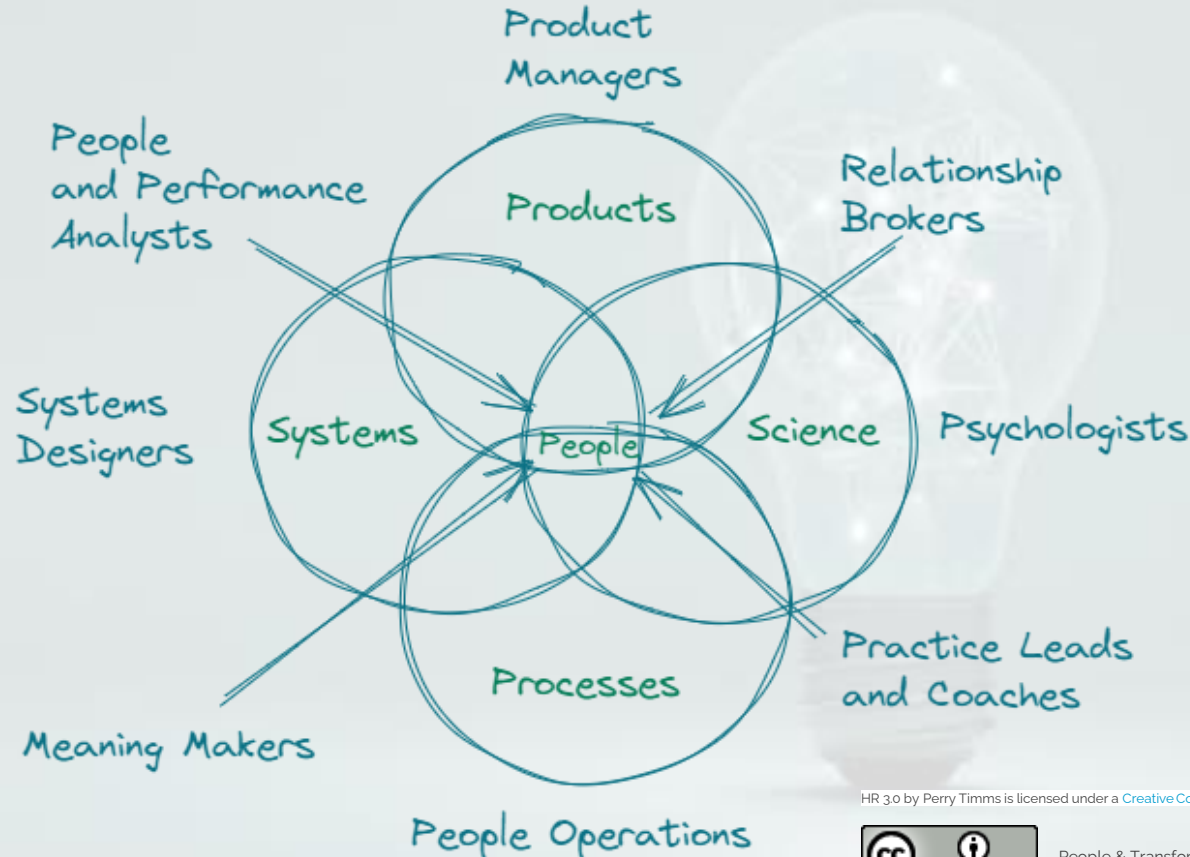
# THE HR OPERATING MODEL

Designing a people function  
that supports the workforce  
and the business



# HR 3.0 - A 3-D Operating Model for the People Profession

Deliberate; Diversified; Dynamic

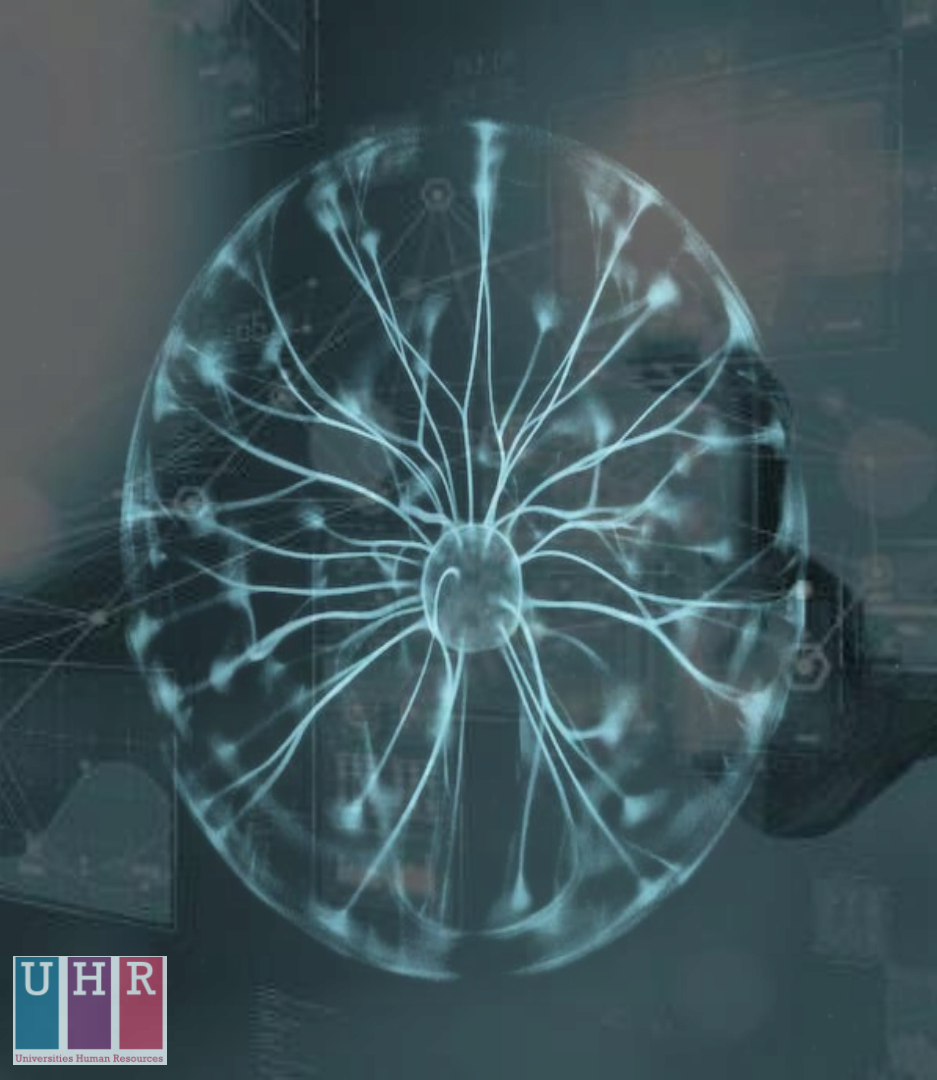


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# 3D HR (HR 3.0) Deliberate: Diversified: Dynamic.

From the instrumentality of the *human capital machine*, through an energising, *human-centred transformation*, to good work for all for a *prosperous future*.



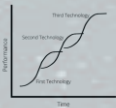
# 3D HR for the Turbulent Twenties - Delivered in S Curves

Evidence - Emergence - Entropy - Energy (4 Technologies of 3D HR - Deliberate: Diversified: Dynamic) into HR 3.0

## Deliberate



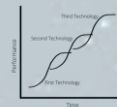
Set a bolder, stretching vision of the future.  
What the HR/People & Culture function should look like, do and be like.  
Strengthen and enhance skills in OD, Analytical, Consulting and Digital capabilities



## Diversified

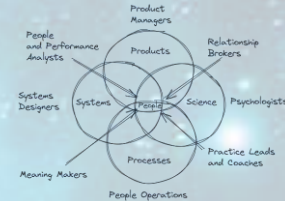


Decouple the formalised HR structures and move to a highly entropic state.  
Form into capability clusters, guilds, work in squads and solve problems (cross-functionally). Strengthened skills in agile and product/project management



## Dynamic

HR 3.0 - A 3-D Operating Model for the People Profession  
Deliberate, Diversified, Dynamic



A constantly morphed state of operation.  
Anchored by thematic/discipline-based skills (e.g. People Science, Value Creation, Systems Thinking / Design).  
Products, Projects, Performance, leading to multi-faceted Prosperity



# *The Learning Organisation - more critical now than on its inception*

2020's adaptations

**Personal Mastery** - is about contextual sensitivity and relevance - as the half-life of skills has reduced in the turbulent twenties

**Mental Models** - back to the John Maynard Keynes quote - "The difficulty lies not in new ideas but in escaping the old ones" so it is the case for our Mental Models

**Shared Vision** - once it was set as 5+ years, now, it's become a "Quarterly Review" of constant iteration and adaptation but it also cannot be short-termist

**Team Learning** - MORE crucial as teams are no longer "fixed vessels" but constantly form, perform, disband, reform

**Systems Thinking** - in managing more chaos, complexity and complicated (and convergence of all three simultaneously), we have to do everything, everywhere, all at once. Seeing the whole system has never been more vital.

**Personal Mastery**

**Mental Models**

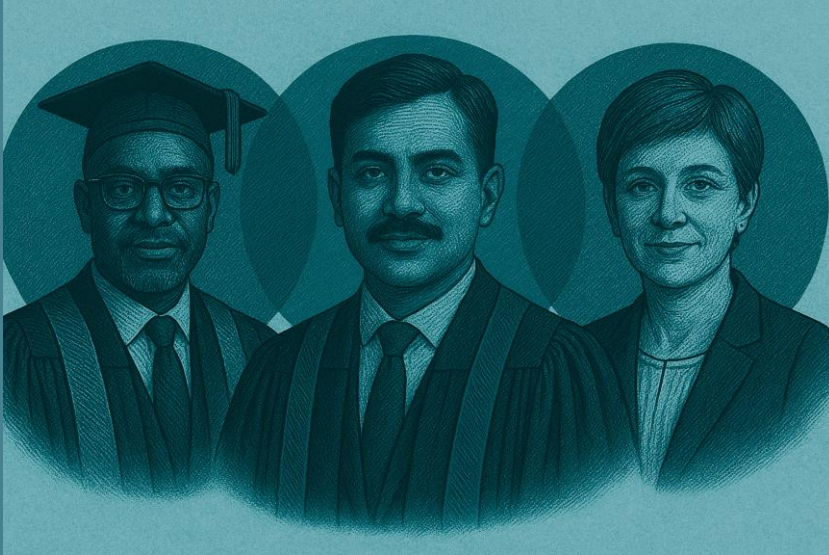
**Shared Vision**

**Team Learning**

**Systems Thinking**

Peter Senge - MIT Professor, creator of the concept of the Learning Organisation and author of the book "The Fifth Discipline"

*I've got to convince the VC though...*



Core Positioning: Guardian of the Organisational Lifeforce  
You're not claiming to know the intricacies of pedagogy or scholarship.

**You're asserting that you know how people systems break down when leadership avoids adaptation.**

So:

*"I am not the guardian of curriculum. I am the steward of our organisational capacity. And that's draining fast."*

Frame of Invitation, Not Insurrection  
You're not calling them out, you're calling them up.

*"Vice Chancellor, you hold the concept of this University. I hold its connective tissue—its culture, its capability, and its will to endure. Neither of us can do this alone."*

Then this powerful nudge:

*"We do not need management of decline. We need enterprise leadership of emergence. The university of the future won't come from a plan. It will come from courage."*



## **Call to Action: Change How You Change**

'If the old ways worked, we wouldn't be here. It's time for HR to lead the reconstruction—not just the response.

You don't need more frameworks. You need:

- Systems awareness
- Courageous partnership
- Ritual rewiring
- Capability choreography
- And a future-fluent mindset



### **Summary: What We Now Know**

- ✓ **Change has changed:** It's not linear, episodic, or leader-led—it's emergent, messy, and collective.
- ✓ **Old models are broken:** Lewin, Kotter, Kübler-Ross—thank you and goodbye.
- ✓ **People ARE the system:** Resistance isn't sabotage; it's signal.
- ✓ **Ceremonies are the canary:** Culture is revealed in rituals. Time to audit.
- ✓ **Enterprise leadership is non-negotiable:** The future is not a plan. It's a posture.

## 5 Things You Can Do Next

### 1. Run a “Ceremony Audit”

List 5 recurring rituals in your team or org. Keep it, kill it, or reimagine it.

### 2. Start a System Map Conversation

Use Margaret Wheatley’s prompt:

“Where do we see the system? Where do we see ourselves in it?”

### 3. Prototype a New Ritual

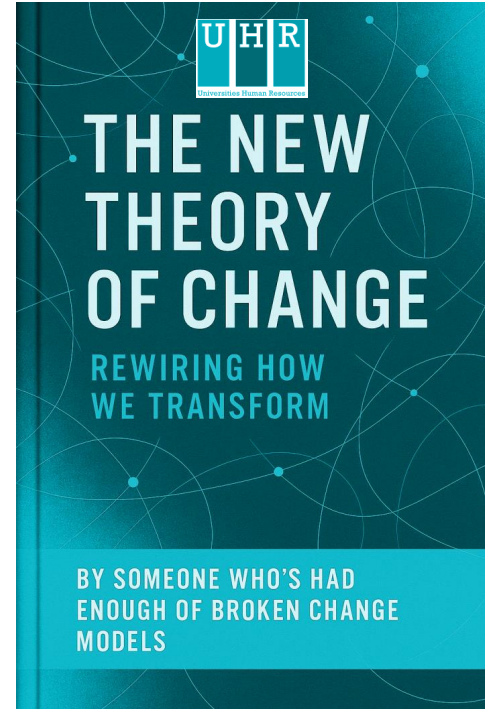
Scrap one legacy meeting. Replace it with a co-created dashboard, pulse-check, or async decision lab.

### 4. Create a Future Fluency Circle

Pick 3 colleagues and host a 1-hour session on scenario thinking or systems sensing. Start small. Think big.

### 5. Write the Obituary of a Change Failure

Then write the birth notice of its rebirth.



***“People don’t persevere because they are good at perseverance, they persevere because they find things that are worth investing in.”***

Jal Mehta - Harvard Professor of Education

***“People don’t change because they are good at change, they change because they find things that are worth changing for.”***



# Better business *for a better* world

## The PTHR V6.2 Proposition 2025

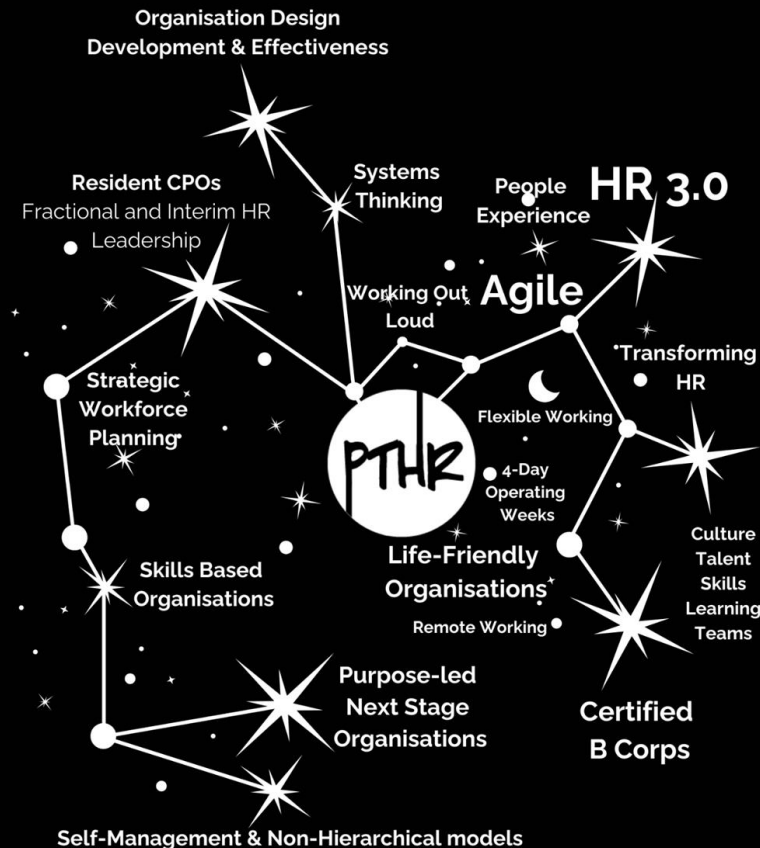
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Chief Energy Officer and  
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Certified



Corporation

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CPO in Retail, Travel, Tech,  
Education, Pharma



**Bertie Tonks**  
CPO in Consumer Services,  
Retail, Media, Energy and  
Professional Services



**Victoria Lee**  
CPO in Councils,  
Local Government  
and Civic Services



**Jenna Blood**  
CPO in Science, Design,  
Construction and  
Learning

## Our Visiting Transformers



**Amy King**  
Practice Lead:  
People Science



**Eva Morales**  
Practice Lead:  
Circular Economy



**Evelina Dzimanaviciute**  
Practice Lead:  
Neuroscience & Culture



**Livy Styles**  
Practice Lead:  
Purpose & Culture



**Lizzie Benton**  
Practice Lead:  
Culture &  
Self-Management



**Louise Brown**  
Practice Lead -  
Careers &  
Social Mobility



**Matt Ash**  
Practice Lead:  
Learning  
Strategy



**Tom Paisley**  
Practice Lead:  
Digital Production

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Soul Well-Being



**Gethin Nadin**  
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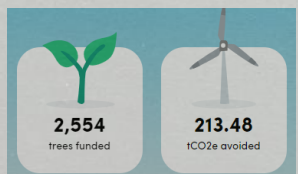


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# Better business *for a better* world.

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