



**HIGH HOPES**  
CONSULTING

**The 'BOS' Toolkit**  
**Your Route to Managing**  
**Successful Organisation Change**

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**Nicola Hopes is an executive coach and consultant who works with leading organisations around the world to help their teams and businesses thrive.**



Her ability to get to the heart of the challenge is her secret sauce.

Over the past 25 years she has worked in a wide range of sectors across Europe and Asia. She's partnered with global leaders from organisations like The Royal Institute for British Architects, Knight Frank and Brittany Ferries to deliver new operating models and re-booted teams to achieve record breaking revenue and award-winning results.

# UK data from 2019 suggests around 14 million adults (38%) had been made redundant at least once in their careers

## The triggers that lead to organisation restructure...



### It's not you, it's me

The current structure or operating model isn't working or isn't affordable



### Strategy switch up

We have a new direction and need a new way to get there



### Capability crunch

The world has moved on, now we need to build new skills to do things differently



### Lightning bolt

There's a revolution in the sector and we have to adapt to survive

...but it's never personal

“I think redundancy is the Universe's way of nudging you out of autopilot, trying to wake you up and remind you to live rather than just exist.”

*Tessa Grint - Leadership Coach & Founder of Light Me Up*

# The 'BOS' Toolkit

Managing successful  
organisation change for  
you and your team



## 'Bridges' transition model

- how change affects you and  
your team and what to do about it



## Outcome-based scenario

planning - how you can plan to  
create certainty



## Strength-based conversations

- how you and your team can build  
skills for a bright future



# Tool #1: Bridges transition model

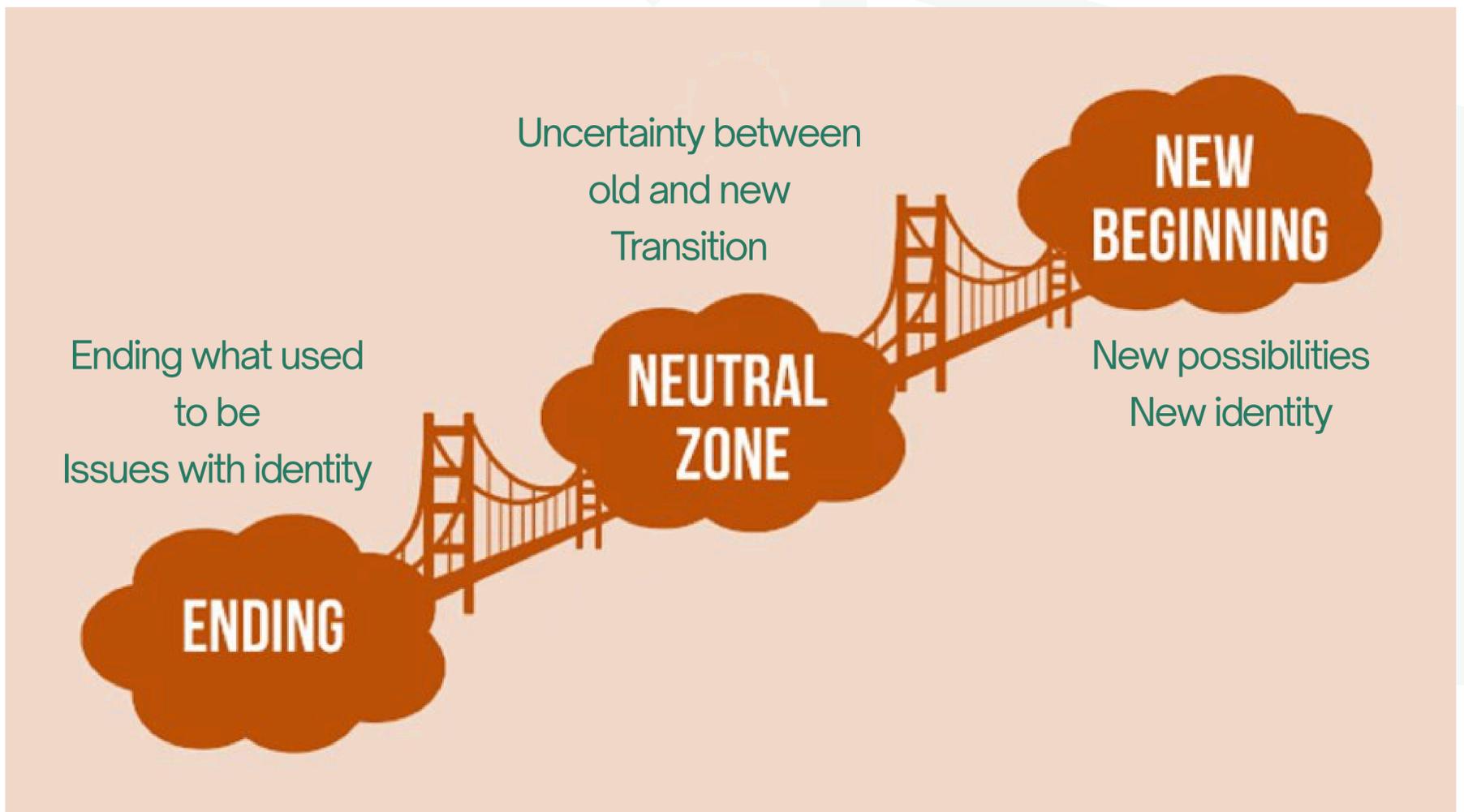


Model: William Bridges Associates  
Picture: Entrepreneurship in a Box

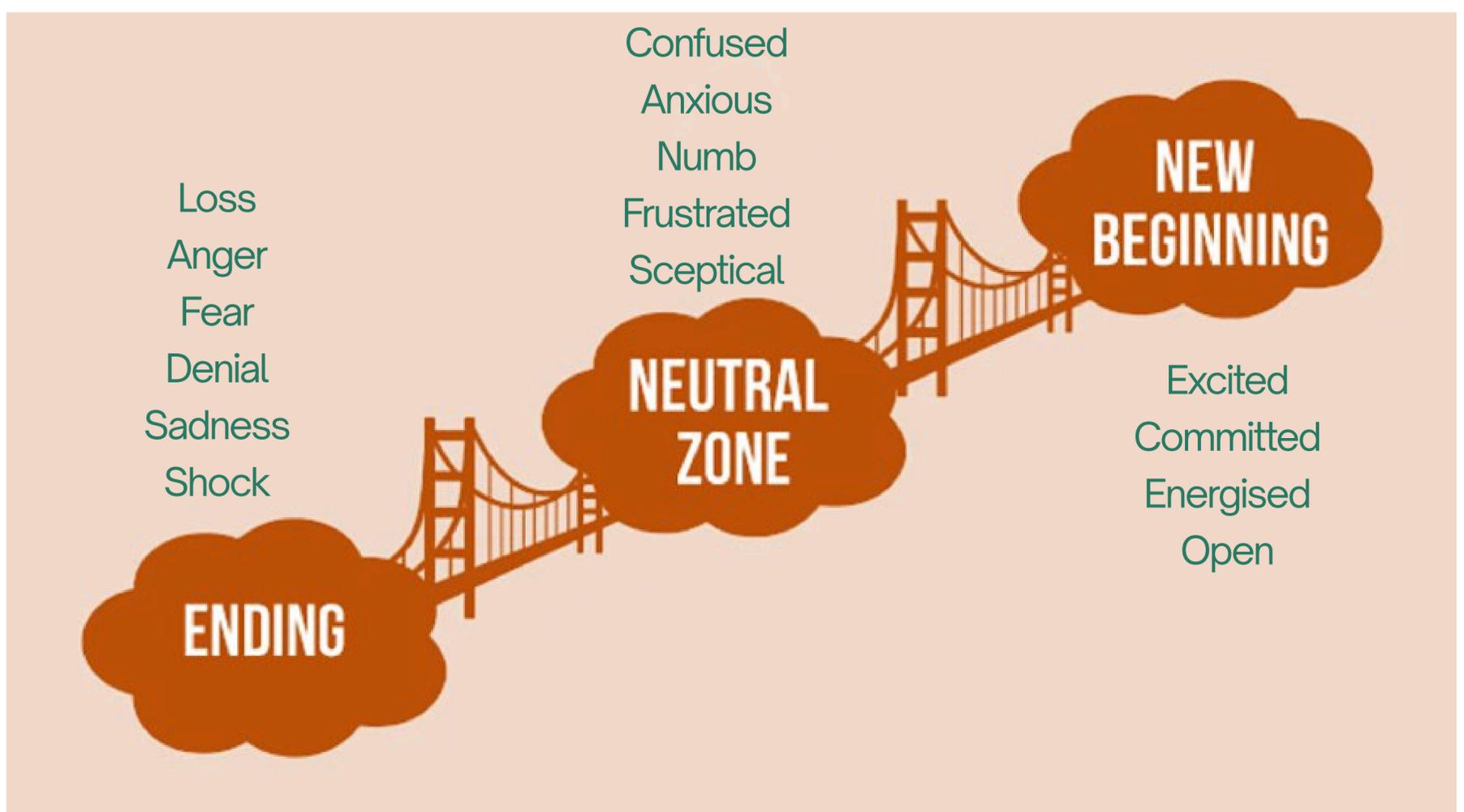
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# Bridges transition model

## What it means



## How it feels



# Bridges transition model

## The 4 Ps as stepping stones



## How to guide

<p>Explain the purpose Acknowledge loss Paint the picture</p>	<p>This is why we're doing this and why it's important</p>	<p>It's ok to feel how you feel about it!</p>	<p>What questions do you have about the future?</p>	<p>Endings</p>
<p>Describe the change Set out the plan Regular feedback</p>	<p>This is what we know now. This is when we'll know more</p>	<p>What's going on right now?</p>	<p>What would be helpful right now?</p>	<p>Neutral zone</p>
<p>Describe their part Get them involved Set short-term goals</p>	<p>This is the new ask of you and this is why it matters</p>	<p>What are you excited about or like to get involved in?</p>	<p>How will we know it's being successful?</p>	<p>New beginnings</p>

# Tool #2: Outcome-based scenario planning

**You can navigate uncertainties by envisaging various outcomes and preparing strategies to deal with them**

## **This enables**

- Risk management - what might happen
- Informed decision-making - data-driven insights
- Adaptability - quickly adjust to changes
- Innovation & creativity - exploration & creative problem-solving

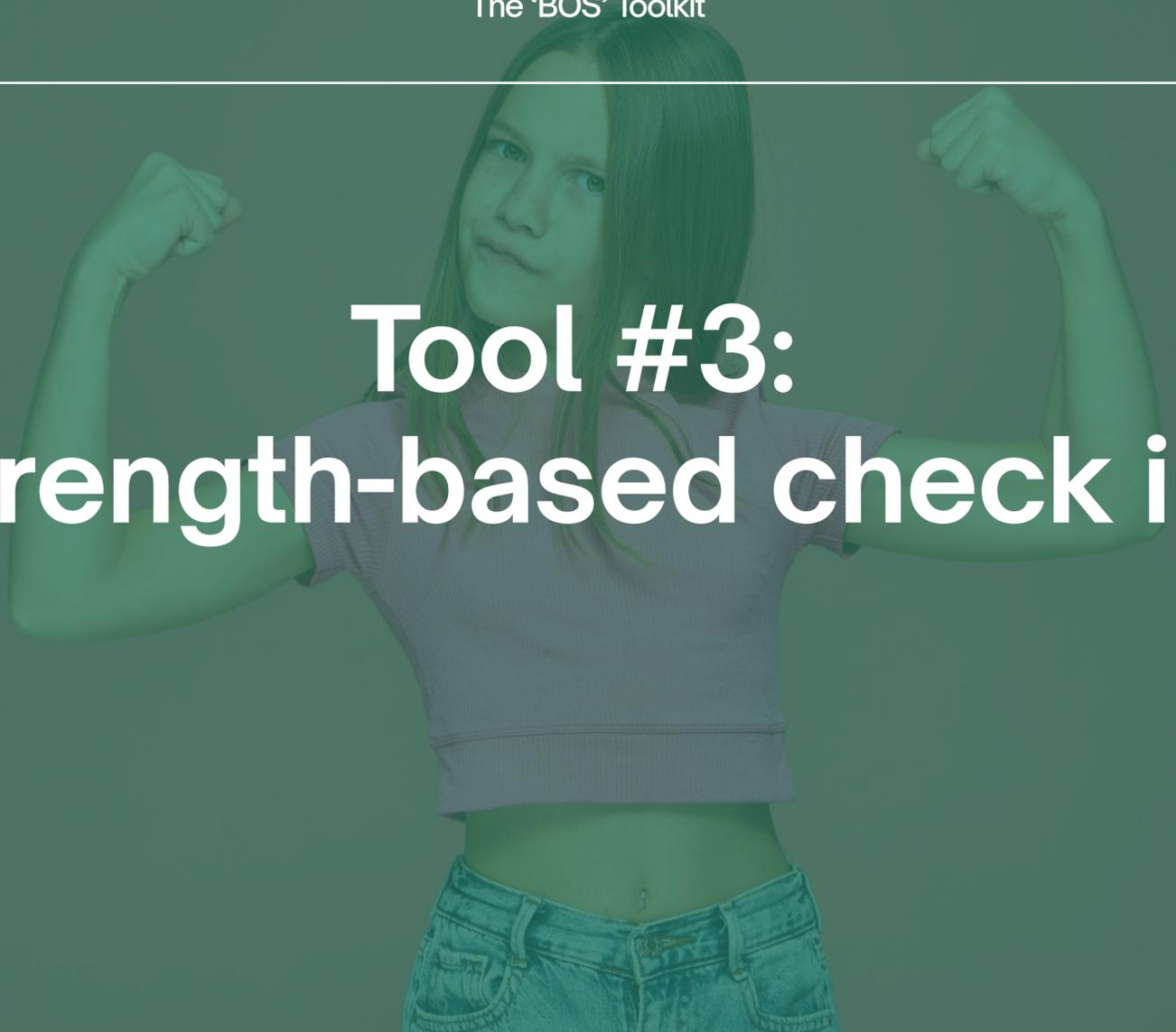
**Ultimately, it's about taking back some control**

# Outcome-based scenario planning



## Something has changed

- 1**
  - What's the outcome I want? Why?
  - If I don't know, how can I get clear?
- 2**
  - What are the various factors that would take me or my team there?
  - Have I thought of every option?
- 3**
  - What support do I need to make that happen?
  - Who can give it to me?
- 4**
  - Who can I test this with who's independent?
- 5**
  - Therefore, what are my immediate next steps to make it happen?



# Tool #3: Strength-based check ins

## **Focussing on strengths and skills, not roles, drives**

- Confidence - increased motivation & self-esteem
- Positive outlook - focus on what's great now
- Performance boost - more engaged & productive
- Enhanced wellbeing - from self-assurance & focus

**Ultimately, it's about transferable skills that open up new opportunities**

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# Strength-based check ins



## Preparation

### Ask them to reflect on their:

- Strengths & abilities
- Achievements
- Motivations & values
- Support networks



## Conversation

### Ask open questions:

- What's the thing you're great at?
- What are you proudest of?
- What makes a great day for you?
- Who or what enables you to be at your best?



## Application

### Ask them to reflect on:

- What they've learned
- What skills they could use in different ways
- What types of role would be fulfilling
- What type of team or organisation they'd thrive in

# The 'BOS' Toolkit

## Your Route to Managing Successful Organisation Change

**In summary... to successfully lead your team through career transition**

- ✓ **Know where you (or your team) are on the bridge** - and how to keep moving
- ✓ **Design your great outcome** - and plan how to get there
- ✓ **Lean into your strengths** - to showcase your transferrable skills and to know the roles, team and environments where you thrive

**Change starts with a single step, then the next and the next**



## How I help individuals and organisations

### Coaching

I help leaders to step up and perform

“It was a game changing year. A promotion to a role that a year ago I was deemed not ready for and a complete turn around in how I’m perceived. It’s a major win that Nicola’s so funny too!”

Rachel Murphy, UK MD - LOD Law

“Nicola was fundamental in turning our strategy into an operating model that our team and members believe in. She took us with her every step of the way and made a complex brief look simple. If I needed to do it again, she’d be my first call.”

Justin Young, CEO -  
Royal Institute for Chartered Surveyors

### Consulting

I design operating models and teams to nail their strategic priorities

### Speaking

I deliver engaging, interactive sessions for team meetings, (virtual) away days and conferences

Speaking topics include:

- Boosting brilliance - how to rev-up your team performance
- How to be a distinct and memorable leader
- How to design resilience into your organisation

“Nicola led the best and most engaging member event I have attended!”

Katy Knowles, Director of Strategy Consulting  
- Deloitte



**Get in touch to chat about how  
I can help you or your organisation:**

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