

From Resistance to Results: A Leadership Guide to Change Management

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Change is always going to happen!





60%

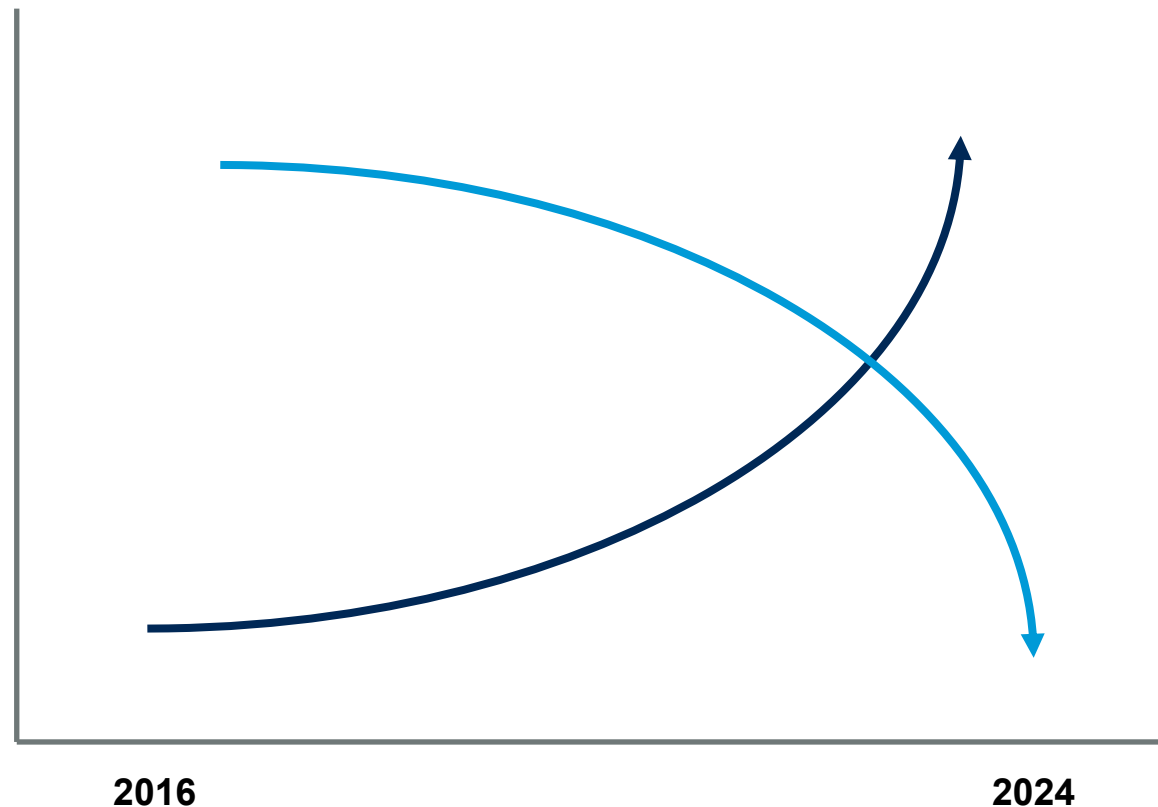
**of change fails to achieve
the organizational goals.**

Source: 2022 HR Change Management Client Survey

Change is increasing, support is decreasing

Number of enterprise change initiatives compared to employee willingness to support, 2016 vs. 2024

Illustrative



While the **number of organizational change initiatives** increased from 6 in 2016 to 13 in 2024 ...



... the **willingness of employees to support organizational changes** decreased from 74% in 2016 to 44% in 2024.

Source: 2016 Gartner Workforce Change Fatigue Survey; 2024 Gartner Organization Design and Change Management Employee Survey

To become more successful with change, customer service leaders should ...

1

Craft
the story

2

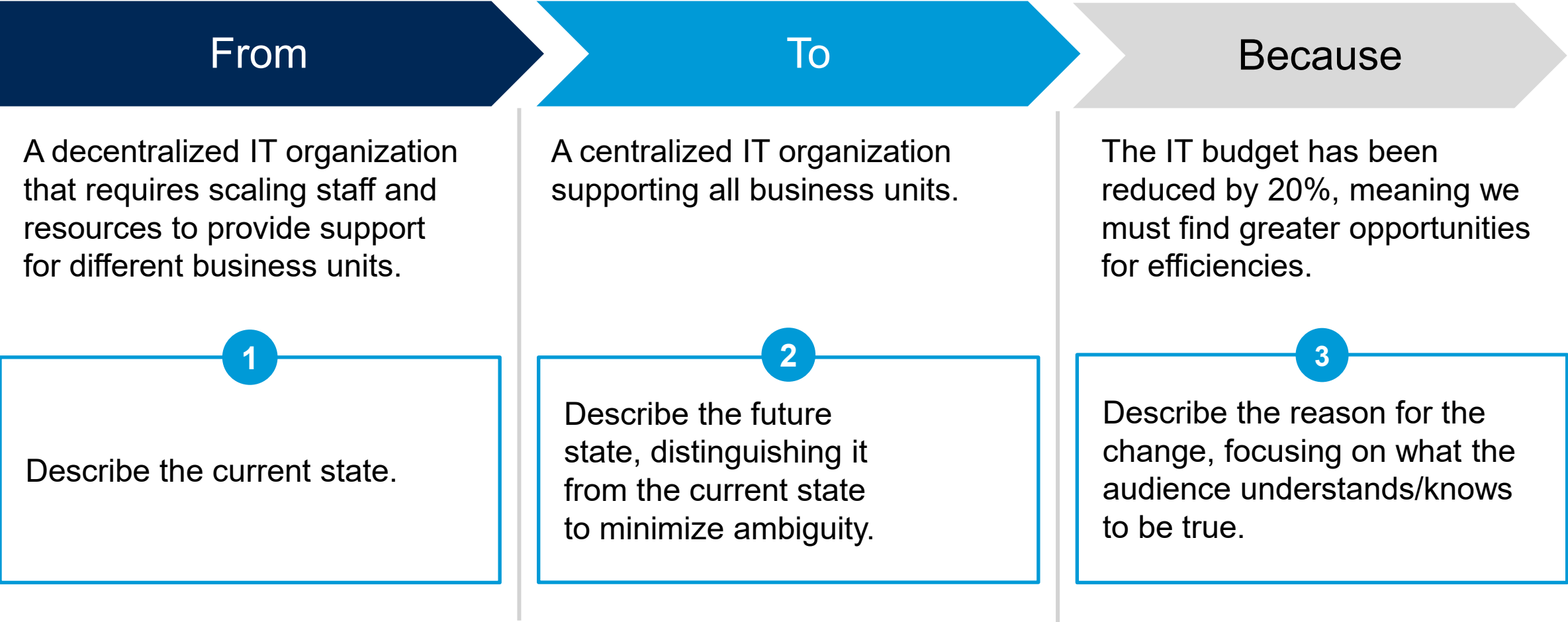
Measure
the success

3

Mitigate
the risk



Start crafting your story with a From / To / Because summary



Craft the story: Explain the **why**

Questions to answer to help explain
why we are changing

- **Why** is there risk if we don't change?
- **Why** will this create better outcomes?
- **Why** will this get us to the new desired state better than current efforts?
- **Why** will this correct performance?
- **Why** do we need to change now?
- **Why** was this change selected compared to other options?
- **Why** will this solve what we can't do today?
- **Why** did you come to this decision?

Craft the story: Explain the **what**

Questions to answer to help explain
what is changing

- **What** are the details of the change initiative?
- **What** are the consequences of inaction?
- **What** challenges does this solve?
- **What** will I be doing differently?
- **What** will this process or customer journey look like when the change is implemented?
- **What** desired outcomes will the change bring?

Craft the story: Explain the **how**

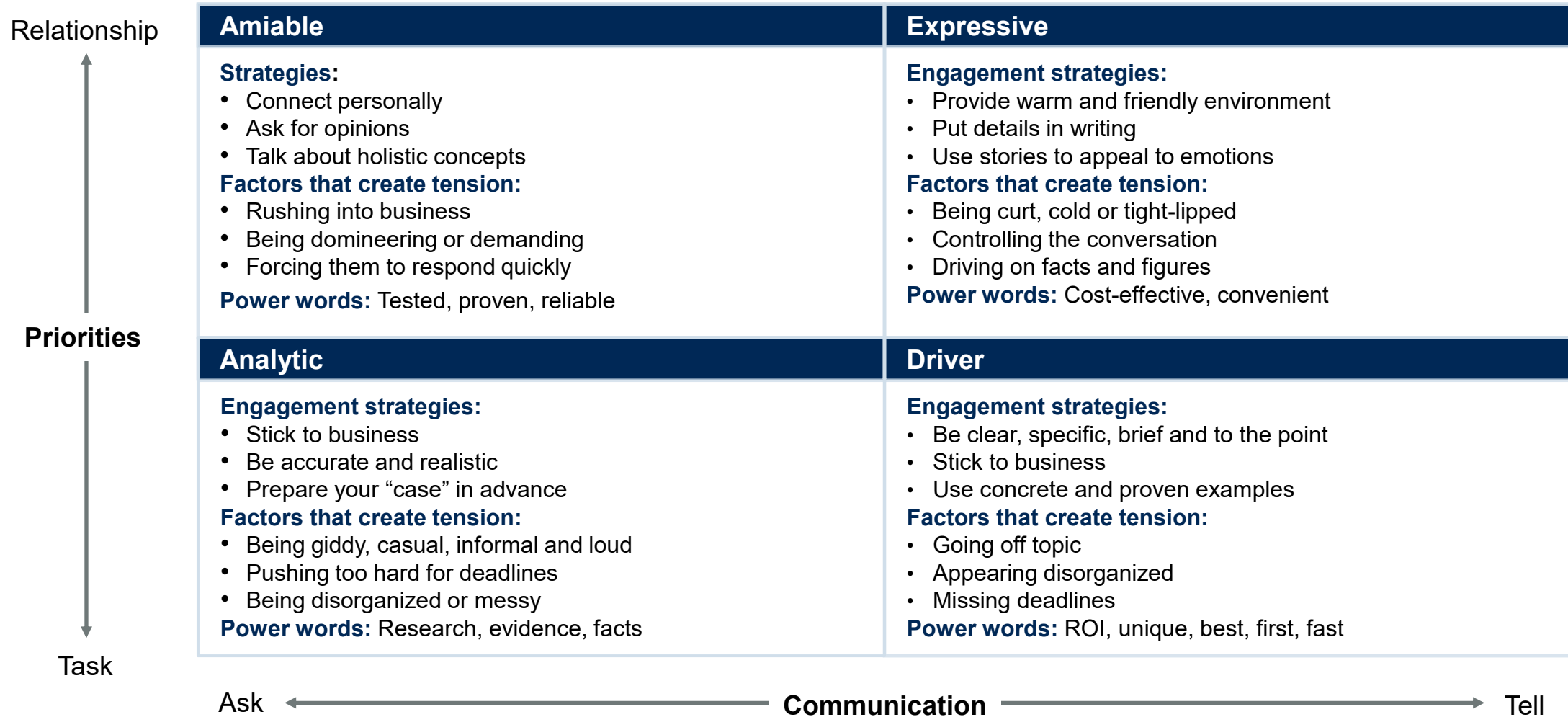
Questions to answer to help explain how the change will be achieved

- **How** will I be set up for success to deliver on these new expectations?
- **How** will I be able to provide input on this change for continuous improvement?
- **How** will barriers and broken processes be removed?
- **How** does this change fit into other initiatives/the larger strategy?
- **How** will we avoid repeat failure (if earlier efforts failed)?
- **How** will success be measured?

Craft the story: Incorporate data

Data to support the why	Data to support the what	Data to support the how
<ul style="list-style-type: none">• Metrics• Analytics• Voice of the customer/employee• Historical trends• Research• User feedback	<ul style="list-style-type: none">• Performance measurement changes• Role dependencies or new working relationships• Ideal service levels• Current outcomes compared to future outcomes	<ul style="list-style-type: none">• Coaching and training plans• Rewards and recognition strategy• Plan to remove barriers/broken processes• New technology investment details• Plans for change feedback from stakeholders

Craft the story: Tailor to your audience



Source: Merrill, D., & Reid, R. "Personal Styles & Effective Performance." CRC Press, 1981

Craft the story: Target your audience

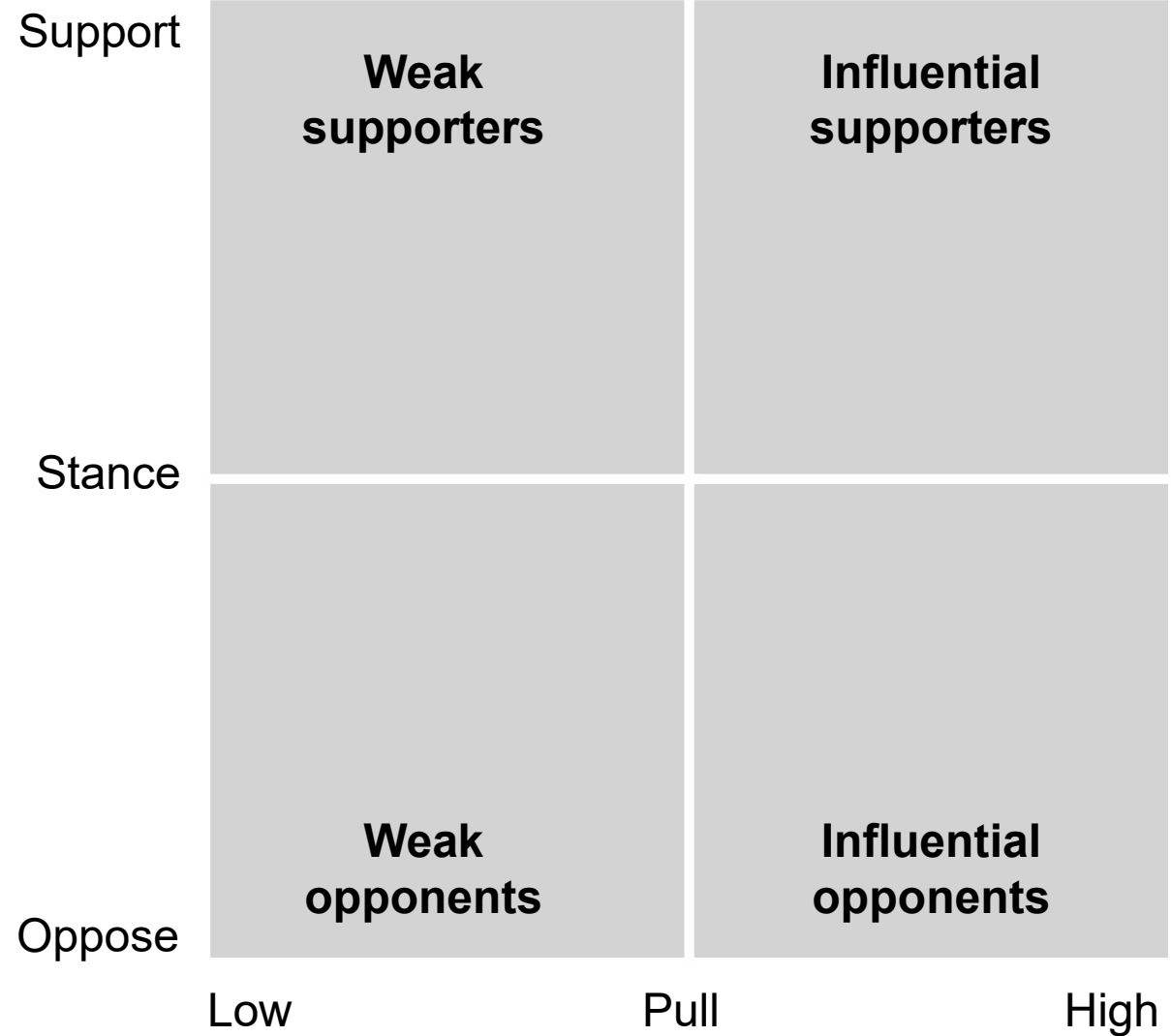


Target first:

- Influential supporters
- Opponents on fence



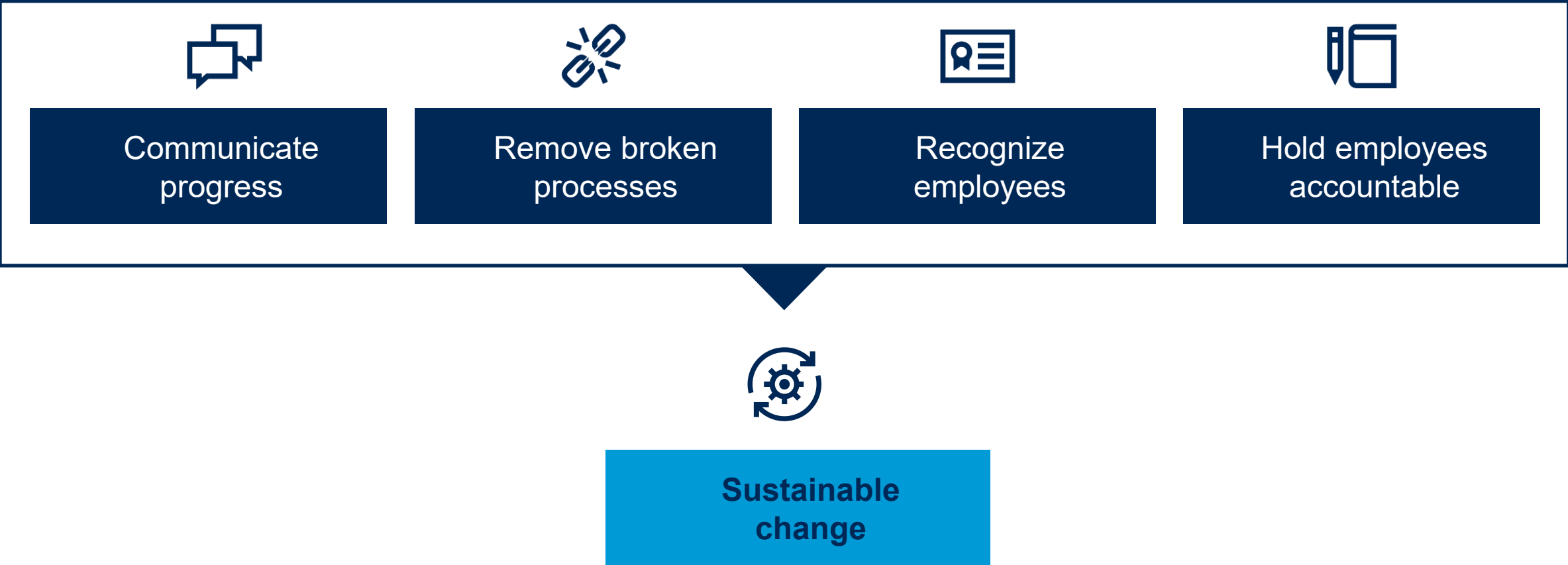
Use these two groups to help develop strong messaging for influential opponents



Measure the success: Metrics examples

Metric type	Examples
A. Capability-based metrics Metrics to track the capability to adopt the change	<ul style="list-style-type: none">• Time to proficiency• Case error rate• Training assessment scores• Technology adoption rate
B. Commitment-based metrics Metrics to track commitment to change	<ul style="list-style-type: none">• Employee feedback survey results• Engagement in continuous improvement workshops• Communication sentiment regarding the change• Advocacy retention
C. Outcome-based metrics Metrics to track the change management plan's overall impact on business outcomes	<ul style="list-style-type: none">• Cost to serve• Customer churn• Employee effort• Upsell/cross-sell rate• Customer complaint volume

Mitigate the risk



Mitigate the risk: Diagnose root causes of change challenges

		Challenge			
		Skills	Relationships	Workloads	Decision speed
Root cause	Skills gap				Broad-based skill deficiencies
	Motivation gap			<ul style="list-style-type: none"> • Metrics misalignment • Inconsistent accountability • Broken processes 	Pockets of resistance
	Work friction		Culture misalignment	Overwhelmed teams	<ul style="list-style-type: none"> • Rigid processes • Unclear goals

Identify challenges that arise during change implementation

Determine root cause(s)

Mitigate the risk: Identify action steps to address root causes and challenges

Root cause	Challenge	Actions
Skills gap	Broad-based skill deficit	<ul style="list-style-type: none"> • Revisit training to ensure it's targeted toward the specific skills deficit. • If possible, roll out changes in incremental waves to allow stakeholders to ease into it.
Motivation gap	Pockets of resistance	<ul style="list-style-type: none"> • Arrange change reaction workshops to provide stakeholders space to react fully to the change. • Address unengaged stakeholders by actively seeking their input and asking safe, open-ended questions. ("What could we be doing better?") Show genuine interest and avoid a critical or dismissive posture.
Work friction	<ul style="list-style-type: none"> • Rigid processes • Overwhelmed teams 	<ul style="list-style-type: none"> • Revisit team and role design to align them better with the change. • Revisit critical workflows/work processes to align them better with the change.

Change is always going to happen; avoid change failure



1

Craft the story

Use key talking points and data to get buy-in from your target audience.

2

Measure the success

Capture relevant metrics to measure success throughout the process and confirm needed outcomes.


3

Mitigate the risk

Address challenges and maintain strong communication to reduce risk of failure.

Actionable, objective insights


Explore these additional complimentary resources and tools for customer service and support leaders:

Guide 

The Future of Customer Service: 3 Key Trends To Watch

Explore how trends in technology and shifting customer behaviors will impact the future of customer service.


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Guide 

Reimagine Customer Demand for Service and Support

Learn how to adopt a holistic view of customer demand for successful customer service transformation.


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Guide 

Drive Growth With Proactive Customer Service Metrics

Streamline your customer service and support strategy with data-driven metrics to improve service performance.

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