



Managing change in the contact centre

A three-phased process

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“The only constant in life is change”

Contact centres are more important and ever more challenging to manage:

- New vision, strategy
- New customers
- New and different expectations
- New services, offerings
- New team members
- New working patterns

Today, I'd like to share the approach we at cp2 have used to manage customer-led change:

- A three-phased process for managing change
- A range of proven tactics and strategies to use in each phase

A roadmap for change management and delivering measurable results



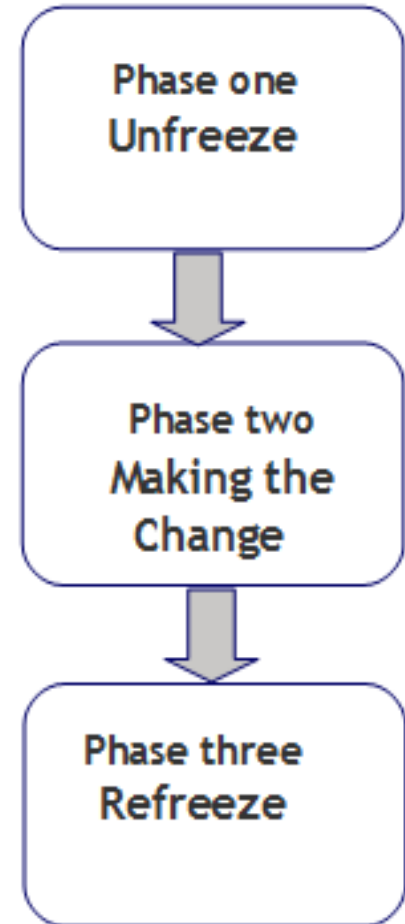
Implementing change - a three-phased process

People are not resistant to change ... they are wary about changes they do not understand or believe in

Major challenge in managing change - large or small
- communication, transparency, engagement and trust ... manager/leader behaviour

Sequence matters, but ...

the three phases overlap and are continuous ...



Phase one: Unfreezing starts with aligning the management team

Phase one Unfreeze



Unfreezing: challenging what has gone before ...
creating permission, understanding and support for
new behaviours

Leadership - ensure managers/leaders are on-board

Vision - identify burning platform and a vision - what
needs to change, why and the solution

Alignment - align the management group:

- Develop a change story
- Identify and agree role model behaviours
- Identify obstacles that need removing

Communication:

Communicate openly, consistently and often across the organisation /team about:

- The vision
- What is changing and why
- Timeframes
- Implications for day-to-day work and roles



“Do not assume your enthusiasm for the change will be enough to commit your team”

Motivation and performance worsens in an operating environment dominated by:

- Emotional pressure to perform (shame, guilt, insecurity)
- Economic pressure to hit financial targets

Identify and commit to new leadership behaviours

Talk about vision and purpose	<ul style="list-style-type: none">• Focus on purpose not just profits• Motivate by mission rather than fear
Spend time with employees and customers	<ul style="list-style-type: none">• Be infectious with your enthusiasm• Listen without making judgement• Lead by example rather than the rule book
Act on what matters to colleagues and customers	<ul style="list-style-type: none">• Focus on the details that people care about• Be relentless in seeking improvements - drive quick wins• Visibly support team members to deliver for customers
Be honest, genuine and authentic	<ul style="list-style-type: none">• Be honest, genuine and authentic• Bring your warmth and personality to work• Show care and empathy
Listen, coach and encourage	<ul style="list-style-type: none">• Celebrate employees who demonstrate care for customers and colleagues• Apply the 3:1 ratio (praise/corrective feedback)• Listen and coach rather than 'direct and check'

Phase two: Making the change happens by engaging everyone and building trust

Phase two
Making the
change

Communicate, communicate, communicate about the change:

It should also engage colleagues in a two-way dialogue

The change story needs to be consistent

Be visible in living the new leadership behaviours



Managers need to engage team members:

Focus on the three Ps to improve motivation, commitment and trust:

Purpose: how my work/role connects to the aims of the organisation

Potential: the benefits for me - personal, development, satisfaction, reward, recognition, career advancement

Play: the opportunity I get to contribute and be creative. Involve team members in changes that affect them

Engage colleagues in teams to work on external/internal customer improvements

Phase three: Refreezing involves embedding the change into business as usual

Phase three Refreezing

The challenge:

Sustaining the change

Moving from this years project to 'the way we do things around here'



Embedding strategies include:

Ensuring managers walk the talk by their behaviour

Incentive and reward systems tailored to drive the desired behaviour

Internal HR systems and training adapted

Align customer research

Continuously Improve business processes

Establish scorecard to track performance/progress

Continuously communicate progress and results

Summary:

Making change can be difficult

Most change efforts do not achieve the results that were hoped for

The three-phased approach and the tactics listed provide a simple but effective roadmap for managing change and delivering results

Thank you