

How do you make change a positive experience?



BLUE CROSS & BLUE SHIELD OF NORTH CAROLINA HUMAN CENTERED CHANGE ADOPTION STRATEGY Design Research and Change Strategy

To achieve their strategic goal of delivering quality health insurance services, Blue Cross and Blue Shield of North Carolina began a multi-year business transformation initiative to simplify their complex IT infrastructure and lower organizational costs. Leadership quickly realized that they needed to create the optimum conditions for an improved and markedly different experience for employee change. We were challenged to develop a human centered change adoption strategy that would accelerate the employee adoption of change.

Our ethnographic approach to research utilized shadowing and interviewing techniques that allowed us to develop a deep understanding of employee emotions, expectations, attitudes, and goals. We discovered that change was not merely an “emails and posters” communication issue, but rather a series of experiences that consisted of critical “moments of truth,” where employees’ opinions were shaped. We realized that change needed to be treated as a journey that could be managed by designing and executing interactions at pivotal times throughout the employee change experience.

Each with their own unique sets of needs and motivations, we created six personas to prepresent the NCBCBS employee population. The personas surfaced many issues of change in a credible and informative manner because it was based upon objective data collected from real employees. To make these insights actionable, we created an experience blueprint that became a powerful tool for aligning target audiences with appropriate messages before, during, and after their change adoption journey. Instead of two dimensional experiences like emails and posters, touch-points combined media, interactions, and venues into engaging experiences that would resonate with employees. Establishing an empathic mindset throughout the organization is now viewed as a valuable asset that can improve the organization’s ability to accelerate change.

Research & Strategy by THRIVE partner Trent Kahute & team, while at Philips Design.

