



Overcoming Change Fatigue by Running Change Like a Marketer

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Glad to meet you!

About me...

- ✓ Former CEO of change design consultancy **XPLANE** and strategy consultant at **Bain & Company**
- ✓ Former senior leader at **Intuit** and other tech companies
- ✓ Advisor to dozens of **Fortune 500** and global **Government, NGO, and Non-Profit** organizations leading change and transformation
- ✓ Author of “**The Strategy Activation Playbook**”



Today's Objectives

Resistance, fatigue, disengagement... these are symptoms of old ways of working. We can't reduce change fatigue by doing the same, louder, and faster. To be effective, transformations need to stop "pushing" and create "pull", Just like marketers already do.

Today we will learn how senior transformation leaders are applying marketing principles to create change experiences that employees want to engage with.

- ✓ Segment your stakeholders and create personalized change journeys
- ✓ Transform communications into compelling narratives that drive action
- ✓ Use KPIs and KCIs to optimize and course-correct your transformation



Poll:

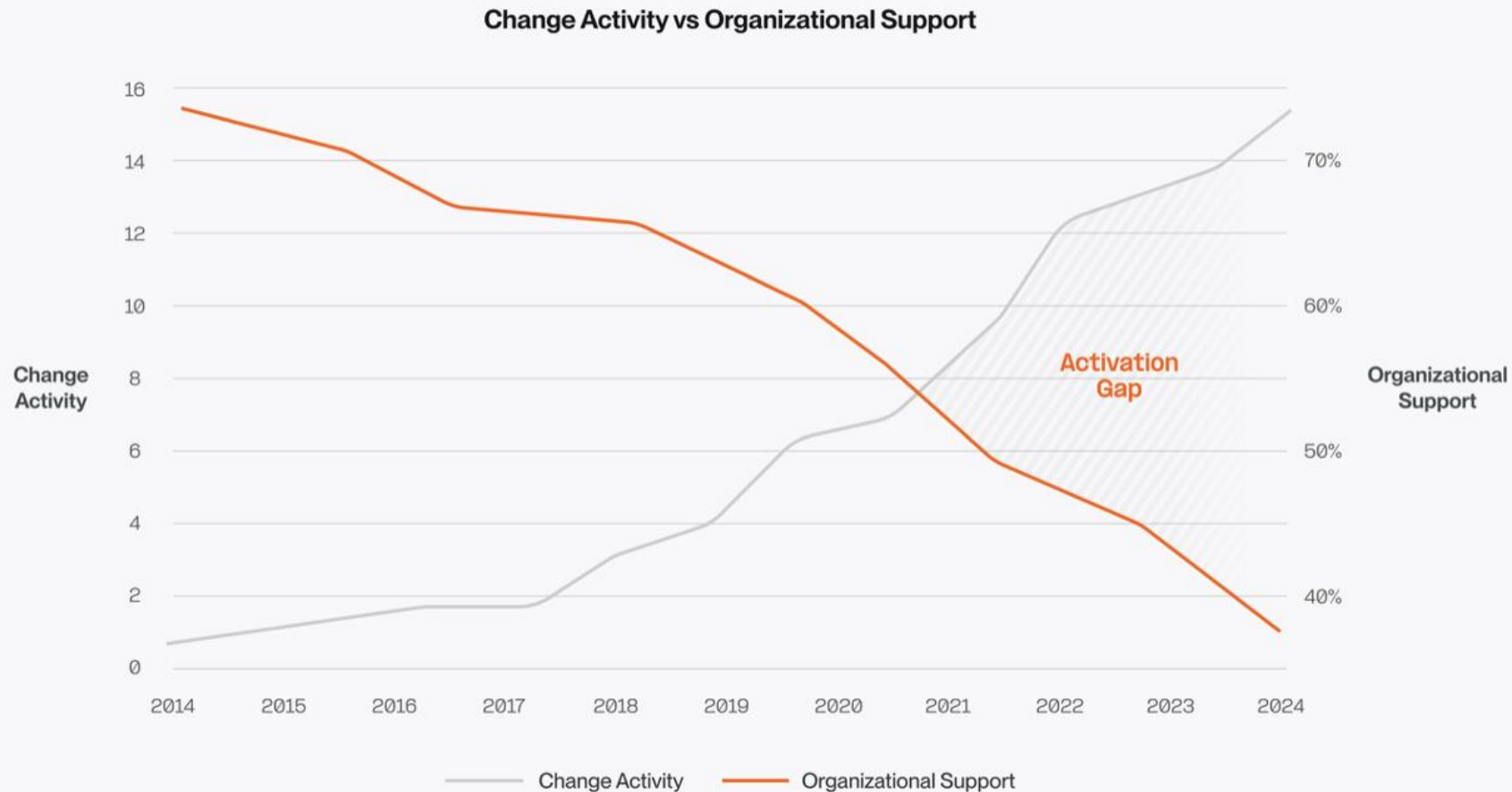
How do you currently manage the communication and engagement aspects of your change programs?



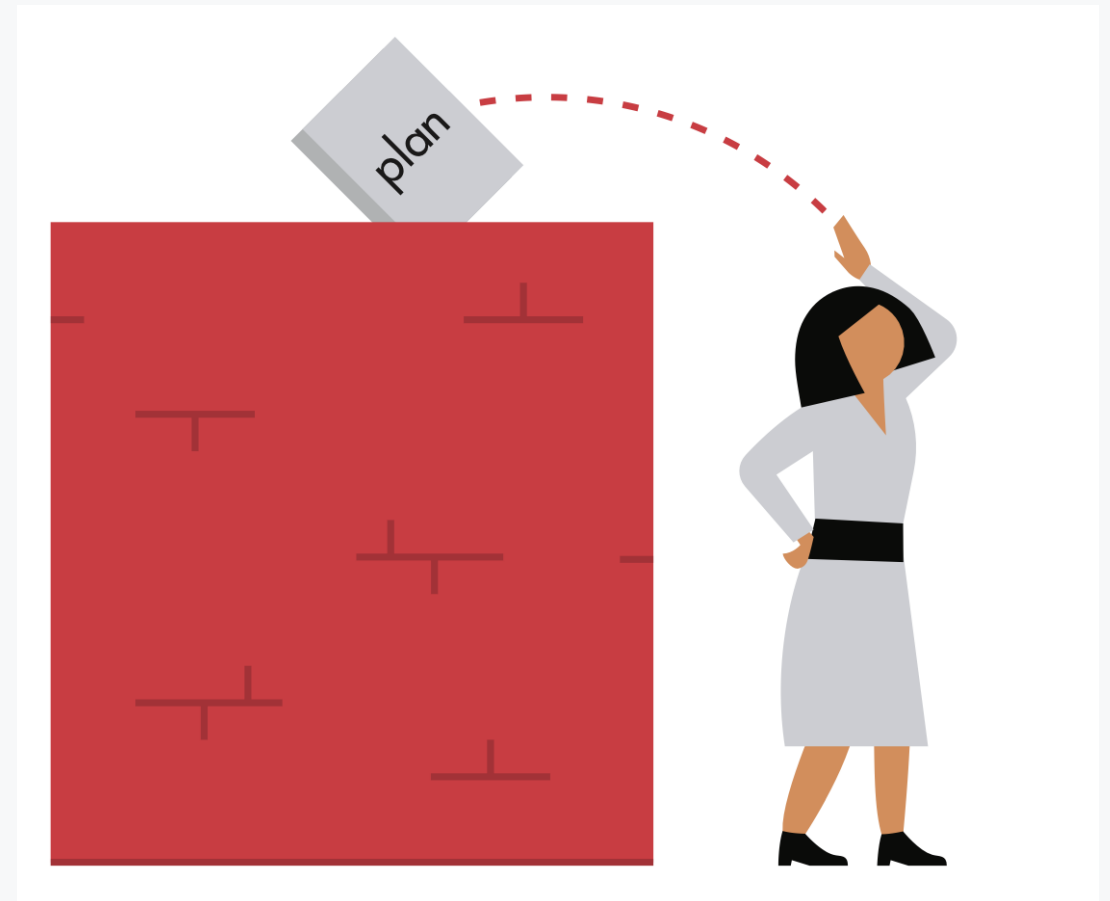
Where are you on the journey?



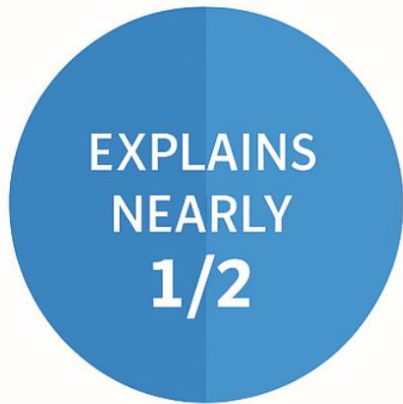
Fatigue, Resistance, Disengagement: The Cost of Pushing Change



When Change Feels “Done To” People Instead of “Done With” Them



When Change Feels “Done To” People Instead of “Done With” Them

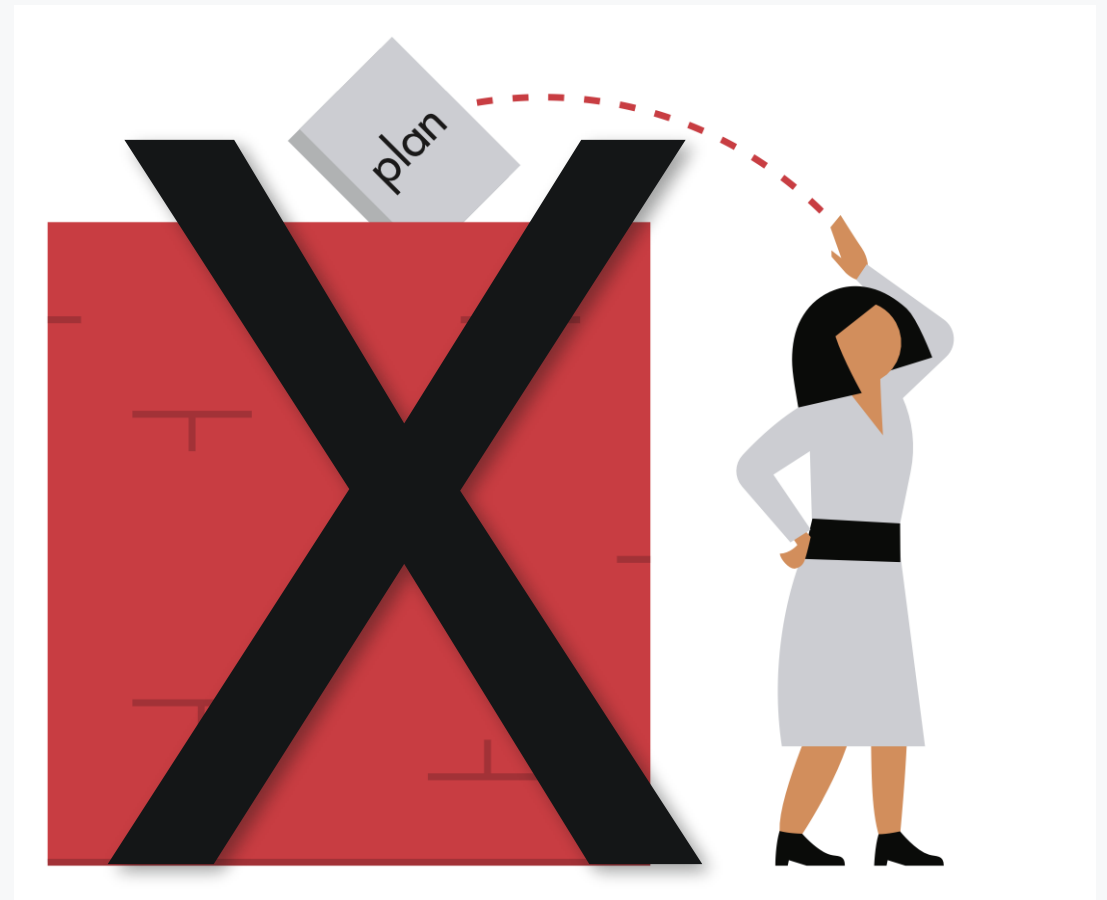


Communication Quality

A study of SMEs showed that communication, trust, and respect between supervisors and employees explained nearly half of the variance in employee change acceptance.

When change feels “done with” rather than “done to” people, acceptance is much higher.

Cambridge University Press & Assessment



POV:

We need to move from
From Push to Pull



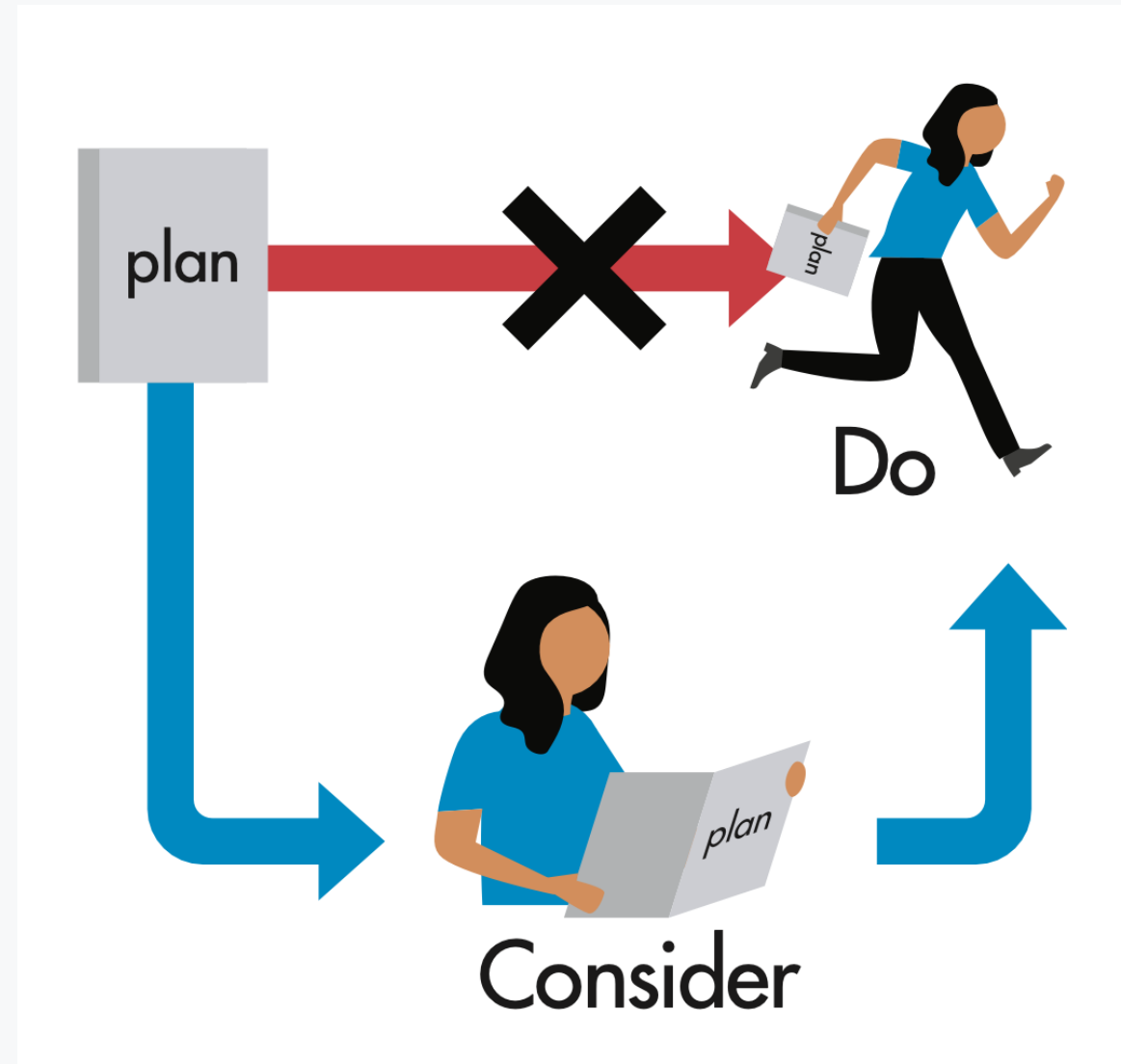


OLD SCHOOL

- Change Management - - - - - ▶ Vision Activation
- Stakeholder Buy-In - - - - - ▶ Stakeholder Engagement
- Drive Adoption - - - - - ▶ Authentic Participation
- Cascade - - - - - ▶ Co-Create
- Fix Gaps & Problems - - - - - ▶ Build on Bright Spots & Success
- Following a Process - - - - - ▶ Designing from Principles

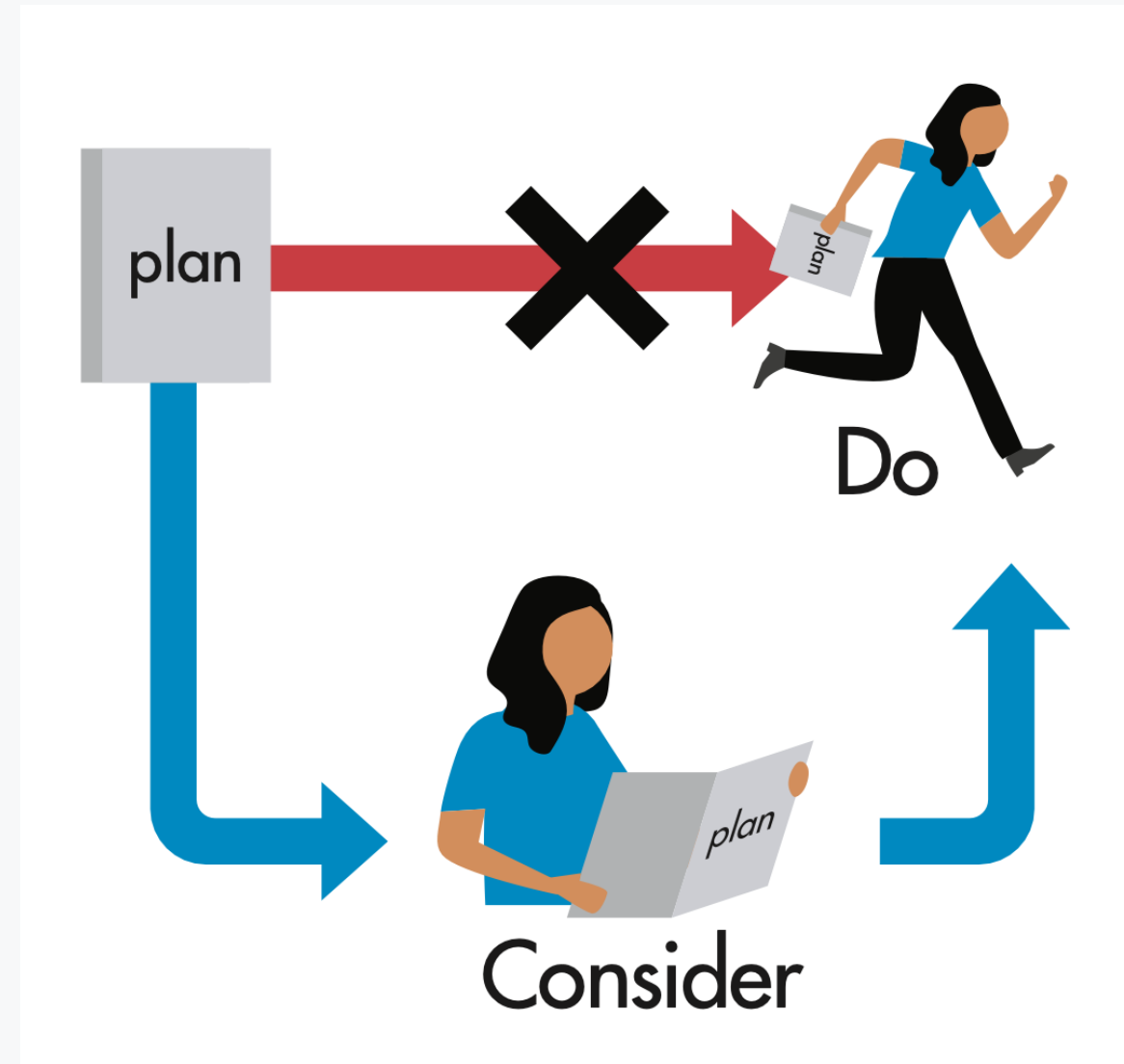
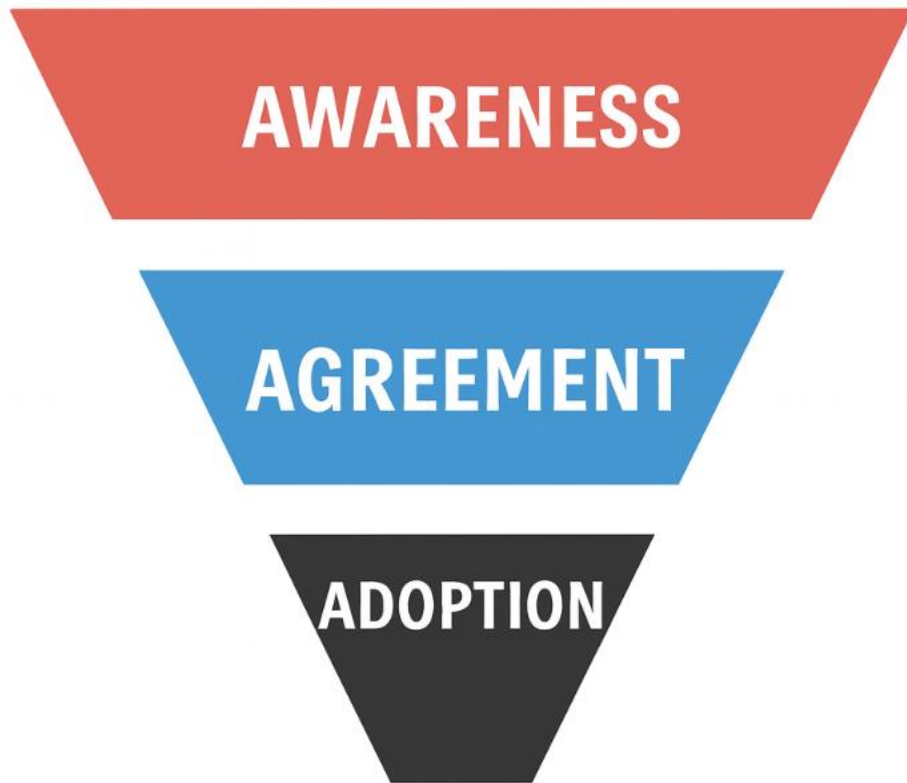
NEW SCHOOL

The Activation Equation



The Activation Equation

Awareness + Agreement = Adoption.



Strategy Alone Isn't Enough — It Must Be Activated



You Are the CMO of Change

The modern change leader needs to **think like a marketer**:

- 1: Segment audiences
 - 2: Tell a story
 - 3: Craft experiences
 - 4: Measure engagement
- repeat...



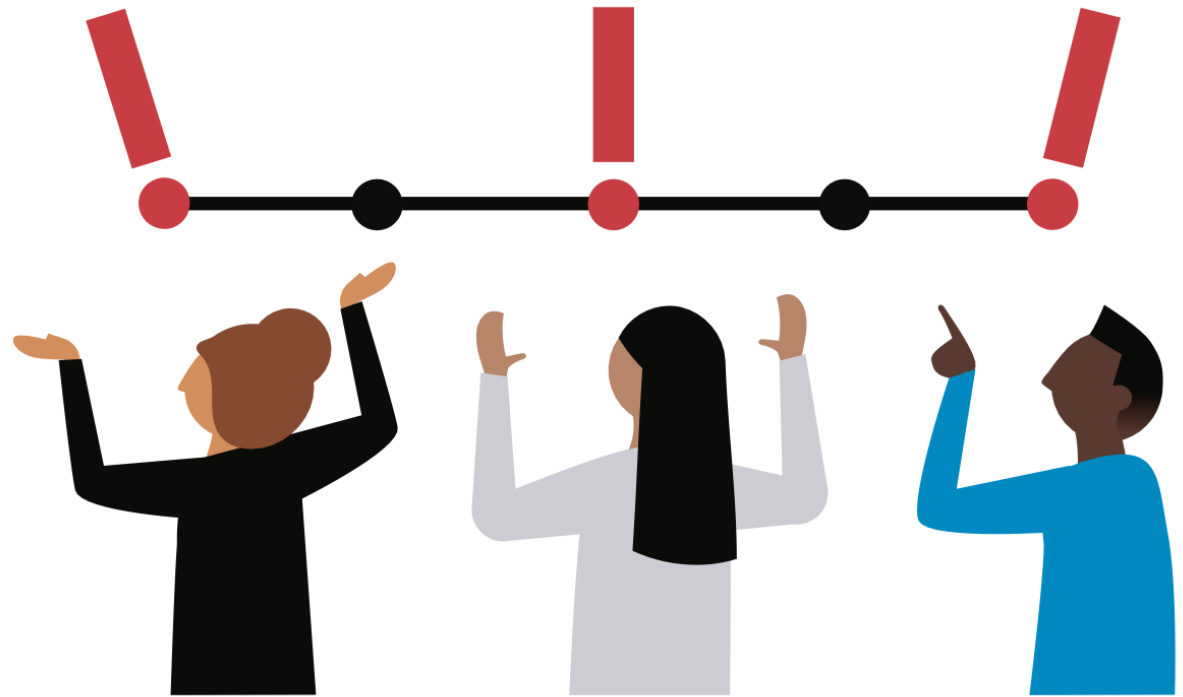
Step 1:

Know your Audience



You Can't Change What You Don't Understand.

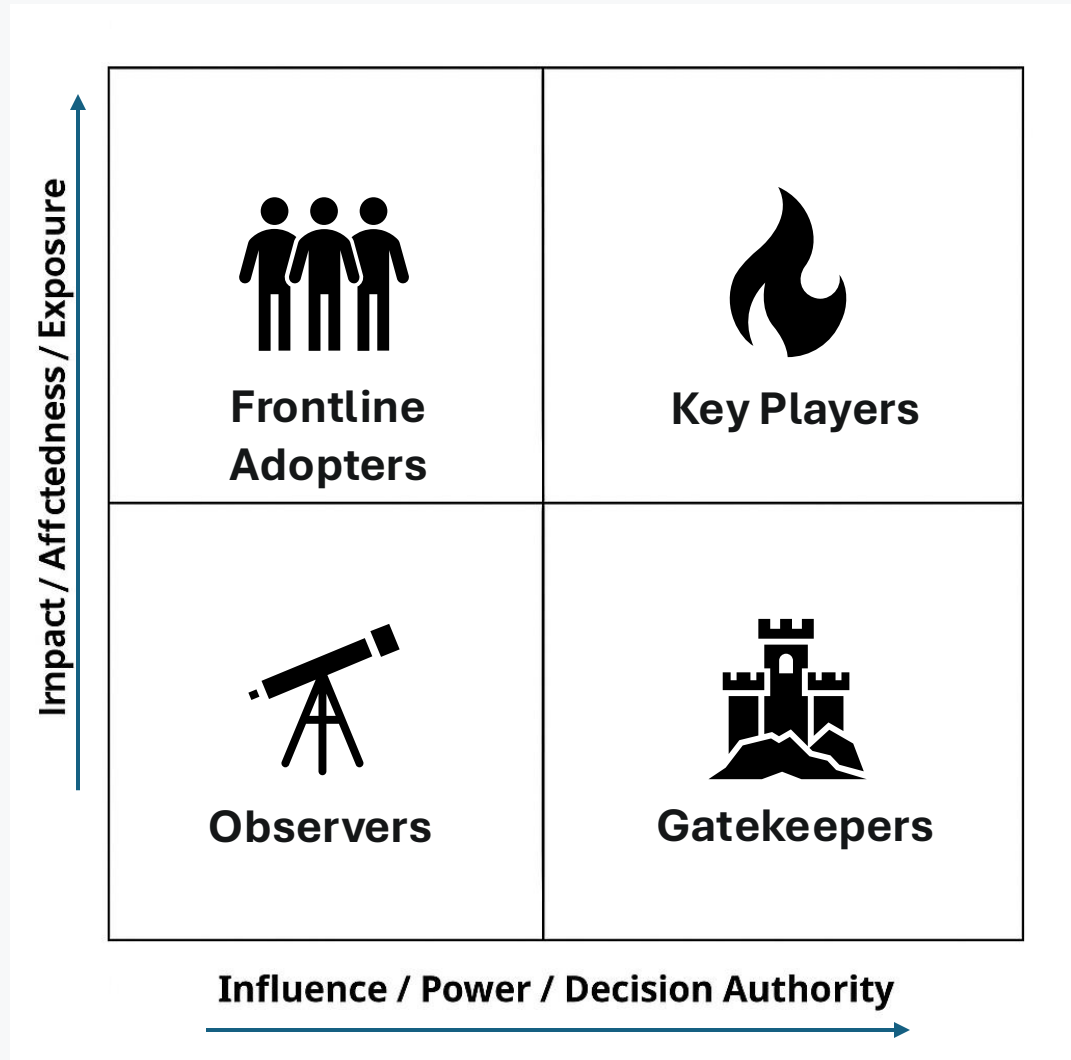
You don't have just one audience – a **“one size fits all”** campaign will fit **none**. The truth is that different stakeholders have different want and needs, and you need to understand them.



Prioritize and Segment Your Audience: The “Critical 20%” Rule

The top-right quadrant (High Influence + High Impact) are your critical 20% — these are the people who must be co-created with, not communicated to.

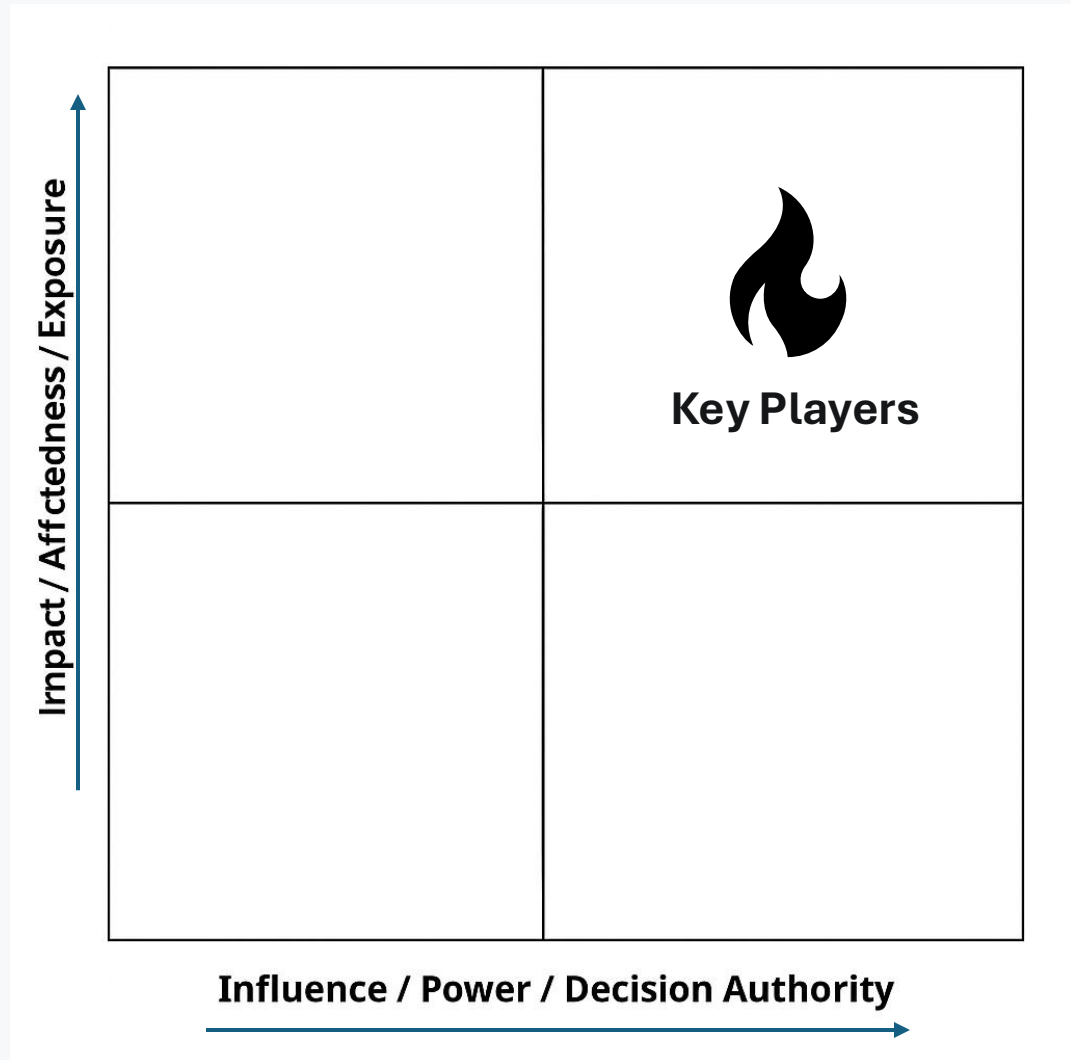
The other three quadrants are important but not essential early on.



Prioritize and Segment Your Audience: The “Critical 20%” Rule

Key Players

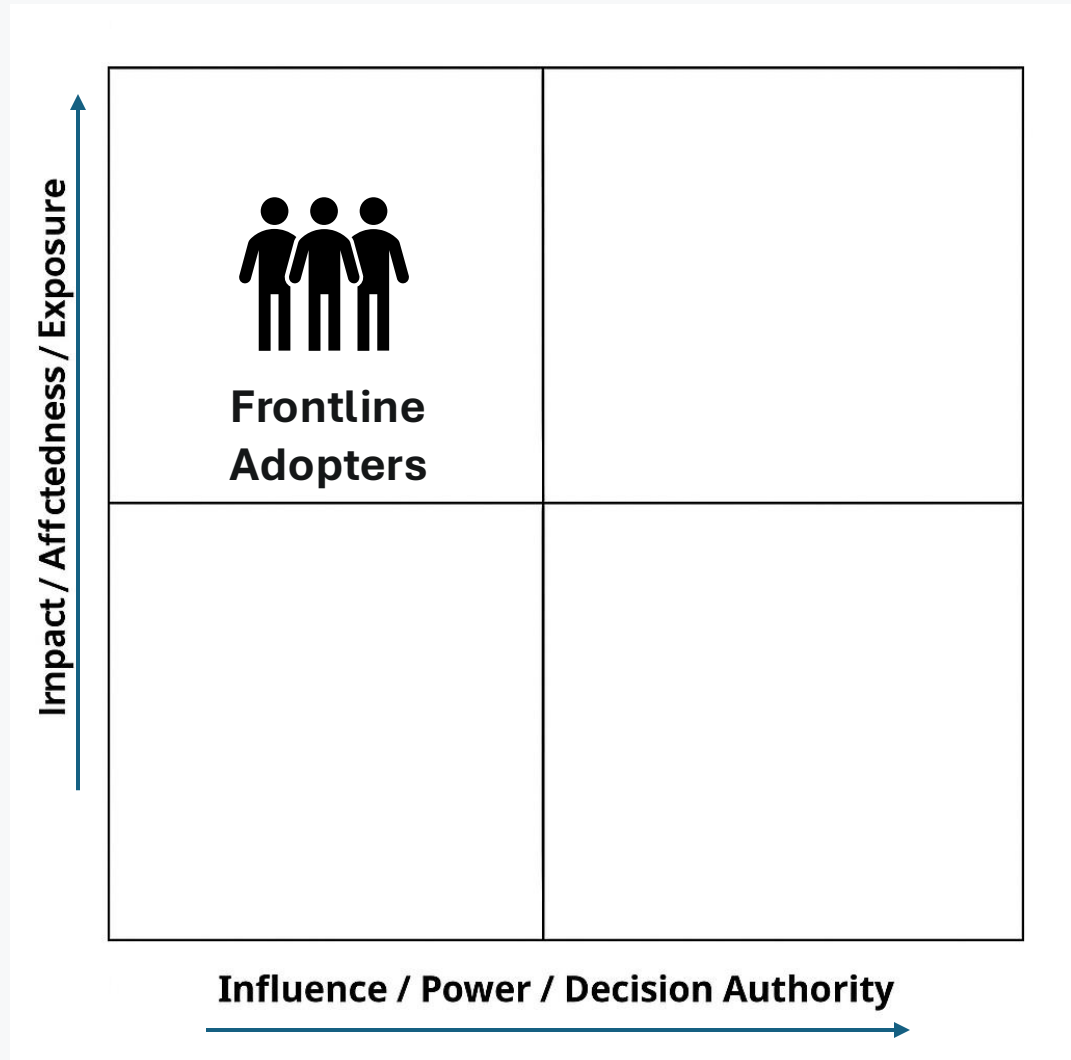
- High impact, high influence
- Must be involved early and continuously.
- Engage deeply; co-create solutions;
- Treat as champions.



Prioritize and Segment Your Audience: The “Critical 20%” Rule

Frontline Adopters

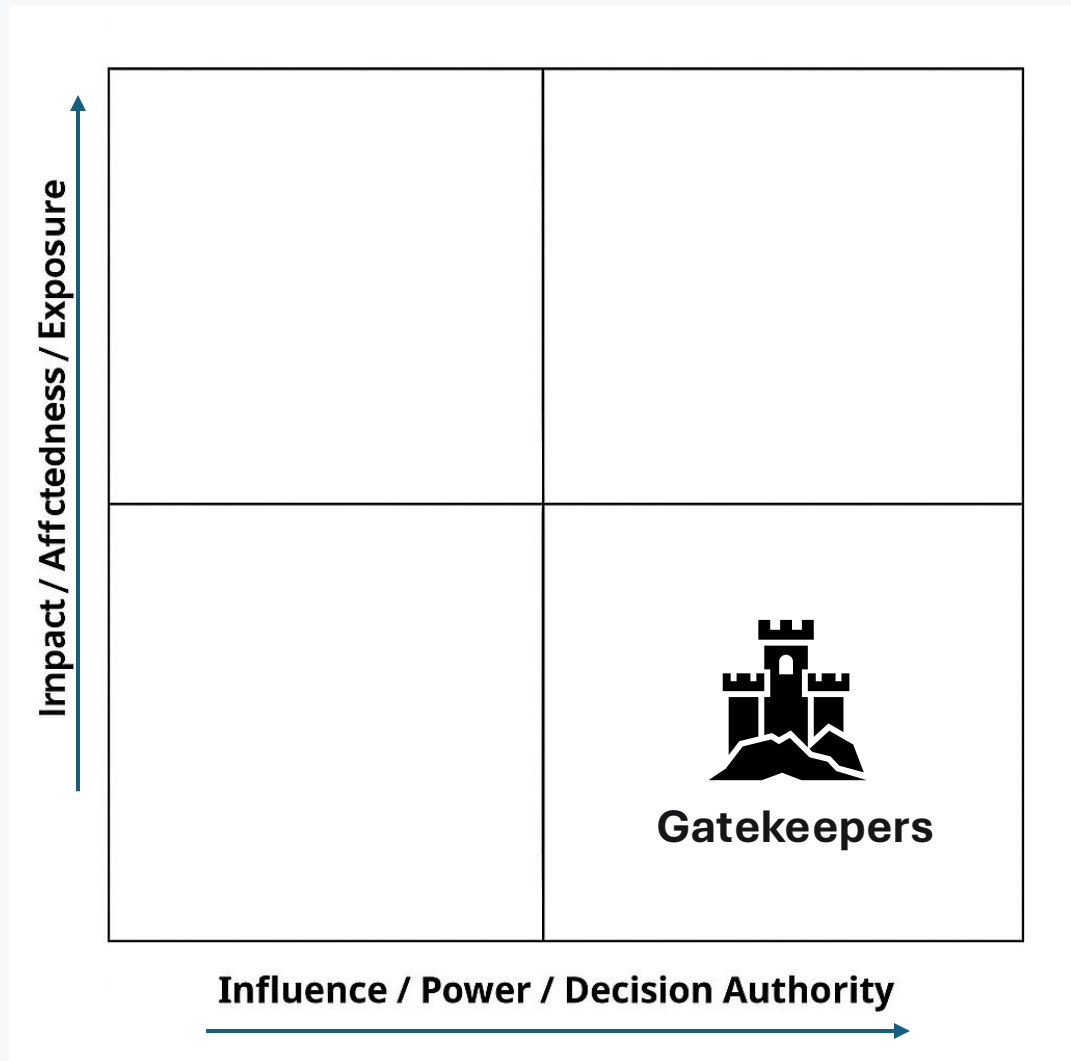
- Heavily affected but less influence.
- Communicate frequently
- Involve through pilots and feedback



Prioritize and Segment Your Audience: The “Critical 20%” Rule

Gatekeepers

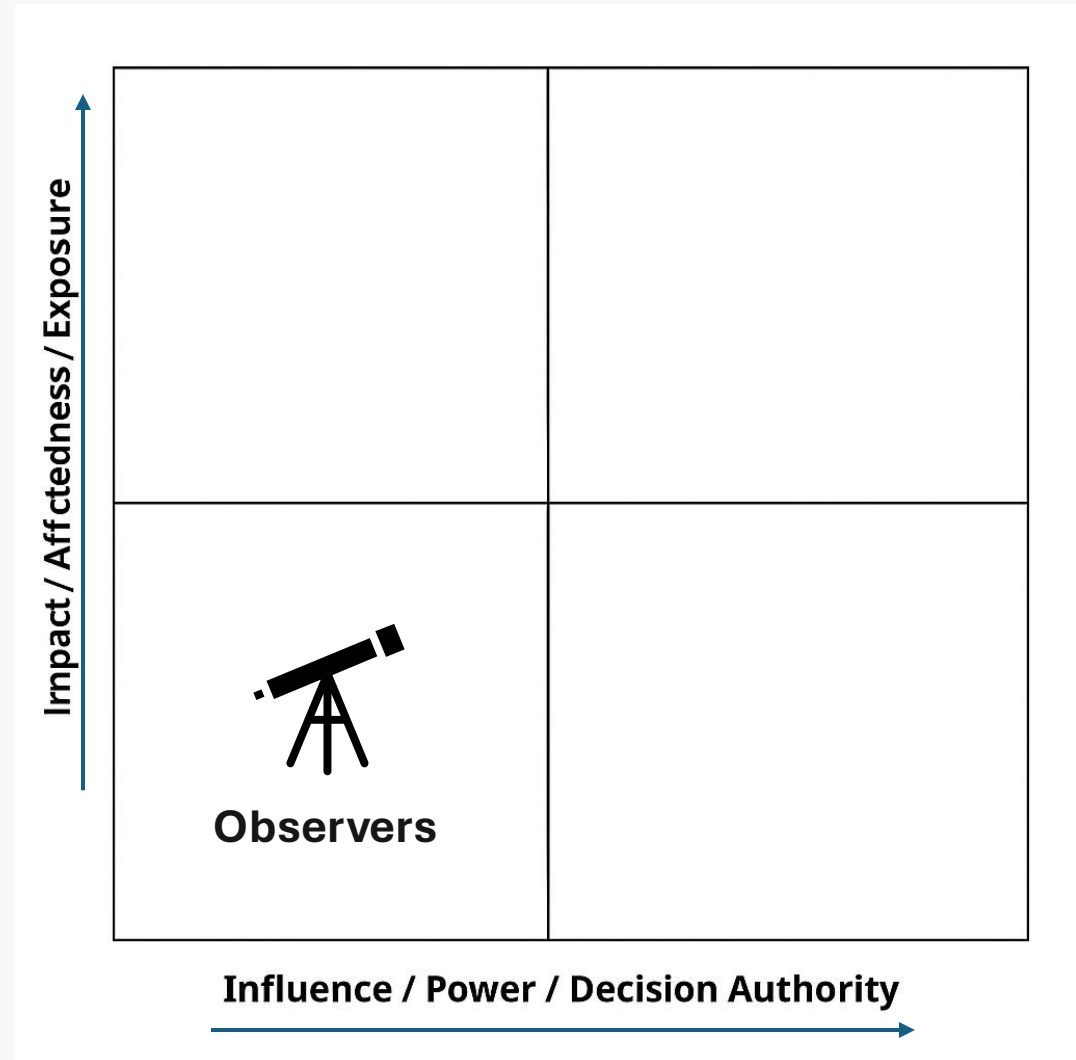
- Little direct change impact, but high decision power.
- Keep informed, align strategically.



Prioritize and Segment Your Audience: The “Critical 20%” Rule

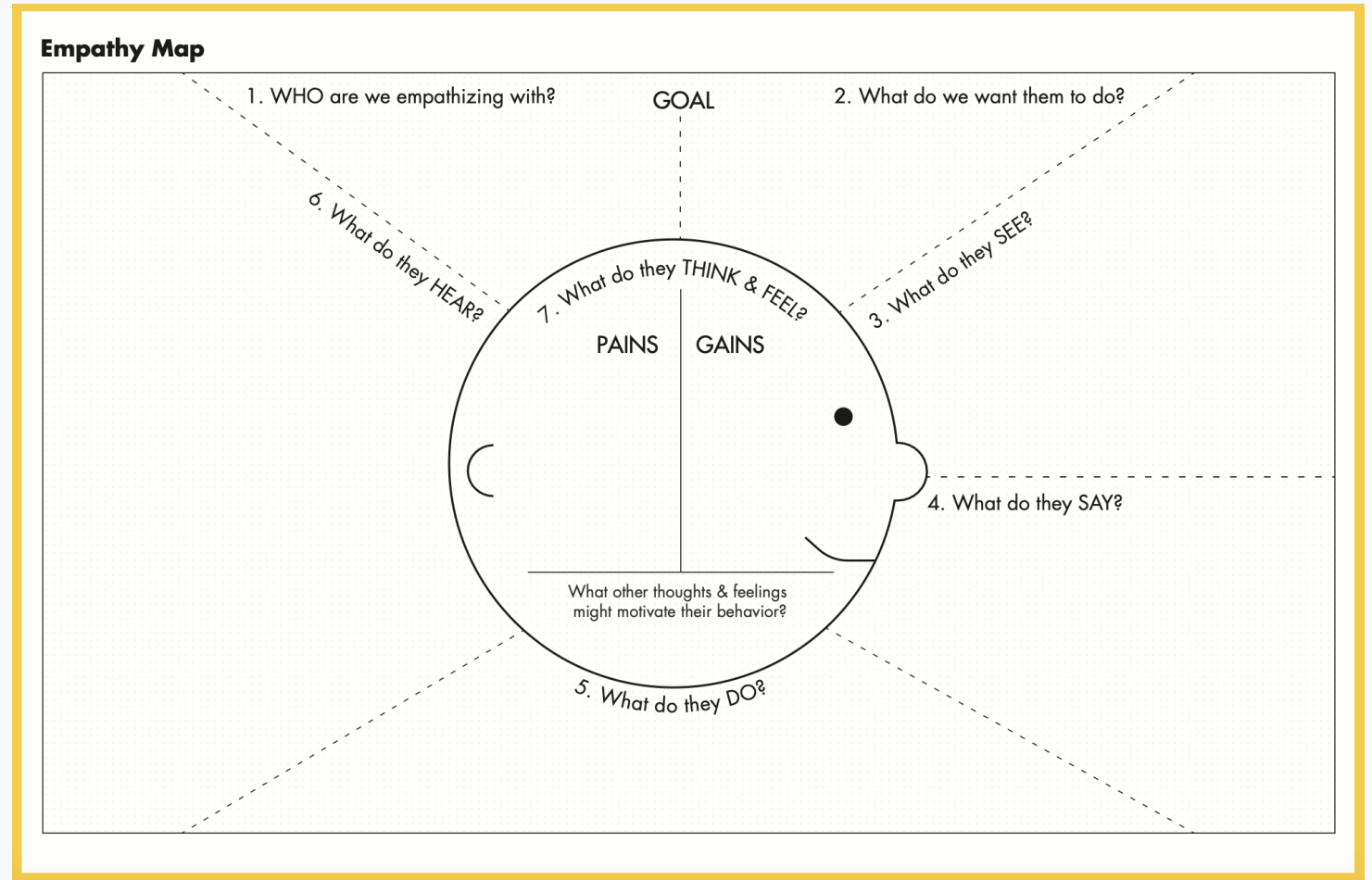
Observers / Peripheral Stakeholders

- Minimal impact and influence.
- Monitor and update occasionally as necessary.



Use Empathy Mapping

Empathy mapping is a tool to help you better understand the wants, needs, and fears of your stakeholder. What do they think/feel/say/do?



Leverage Personas

For each of your key stakeholders, create a persona to help capture their wants, needs, and fears so you can better engage them in your communications, capability building and co-creation.



Frontline Fiona

Customer service representative

Excited about

- Improving customer experience
- Making job easier, more efficient
- Learning new skills

Concerned about

- Losing personal touch with customers
- Handling complex customer issues
- Job security



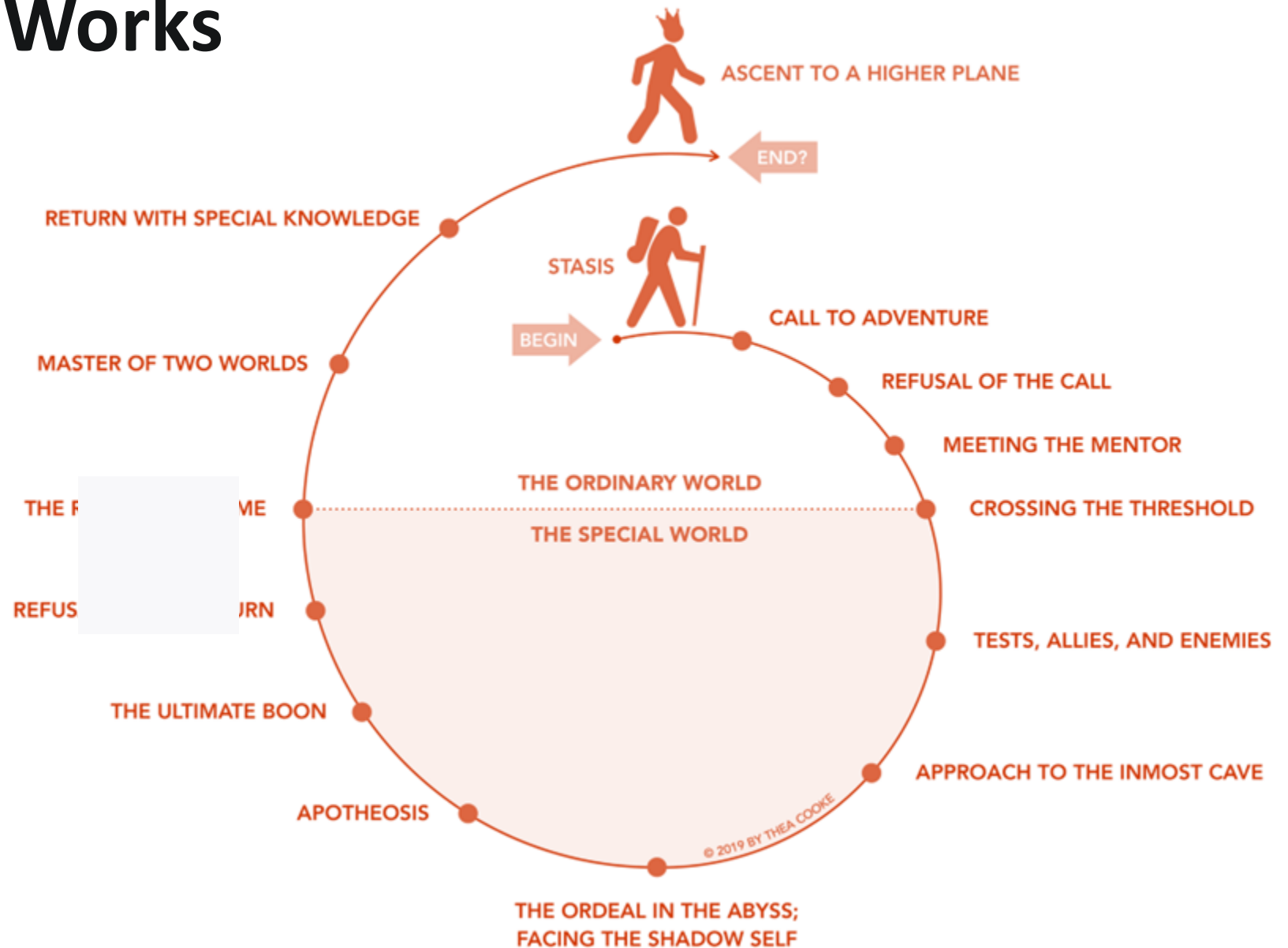
Step 2:

Tell a **Story**, Not a Strategy



Why Storytelling Works

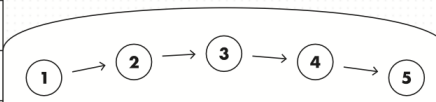
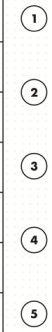
Storytelling works best to persuade people to action because it connects information to emotion—**helping audiences feel the purpose** behind change, not just understand it.



Build a Bridge: From the Current State to the Future

**Simple frameworks
work best** – we're in
this current state, we
want to get to this
future state, here's
how...

Vision Map

CURRENT STATE	BRIDGE	FUTURE STATE
What does our world look like today?	What steps do we need to take to get there?	What do we want our world to look like tomorrow?
		
		



Make it Visual

A vision map turns abstract strategy into a shared picture, **allowing people to see the future, understand their role in it, and align emotionally** around the path forward.



“Promote” from Within

Amplifying the story through internal champions works because **people trust people like them**—peer voices make the change relatable, credible, and contagious.

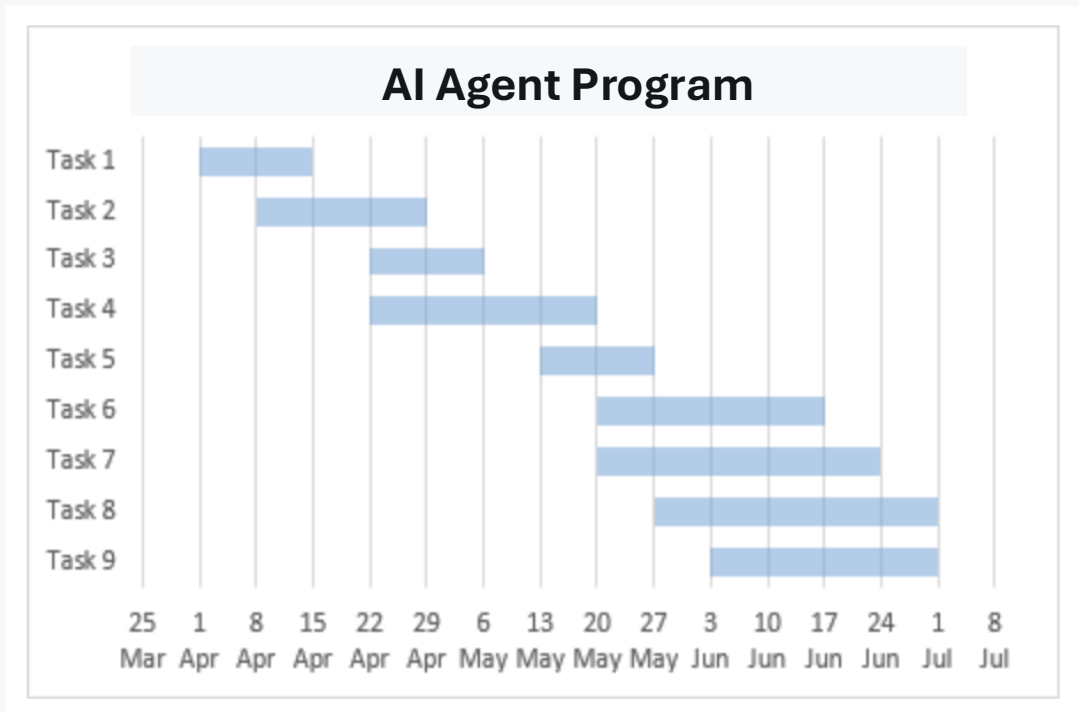


Step 3:

Design **Change Journeys**
Like **Campaigns**



User Experiences, not Project Plans



Frontline Fiona

- Learning about the change
- Understanding the reasons
- Viewing a presentation

Awareness

- Learning about the change
- Understanding the reasons

Agreement

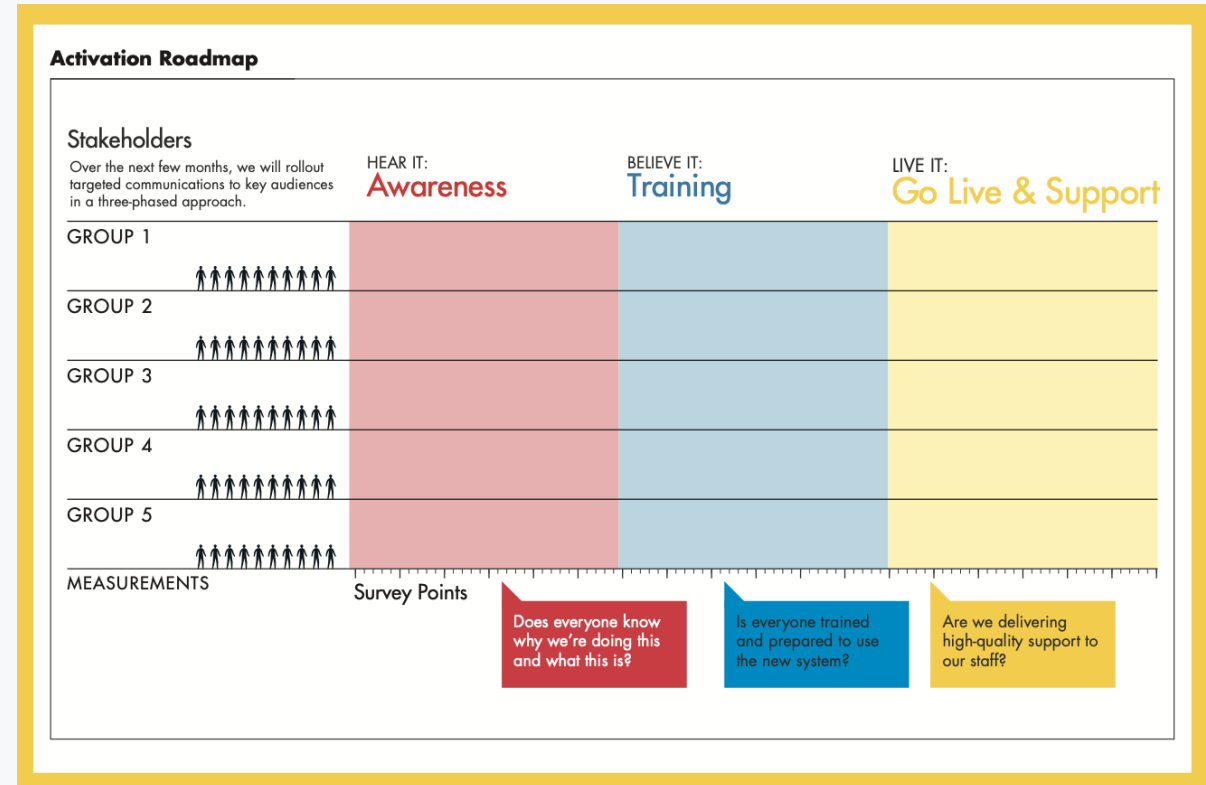
- Providing feedback
- Shaping the work

Adoption

- Integrating new tools
- Seeing early benefits
- Partnering with AI

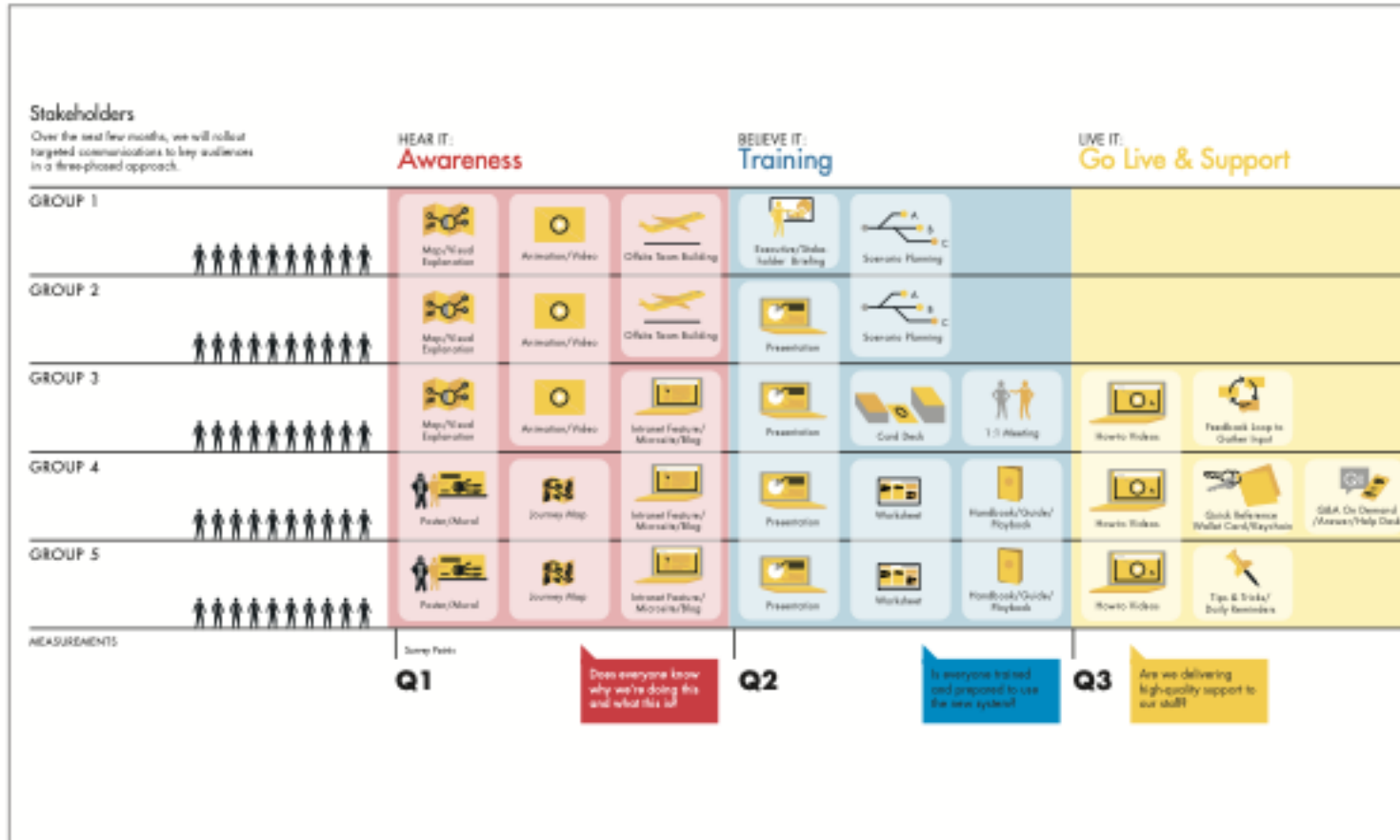


Our Destination: A Tailored “Change Journey” for Each Stakeholder



Design and Refine

Activation Roadmap



Refinement Punchlist

- ☐ Do we have a communication vehicle to address all of the stakeholder questions?
- ☐ Do we have a learning or training vehicle, or a job-aid, to provide all stakeholders with the skills and support they need?
- ☐ Have we built in opportunities for stakeholders to participate in co-creation activities?
- ☐ Have we considered the culture and how our program addresses the needs and the challenges?
- ☐ Have we addressed the identified barriers to change for our specific initiatives?
- ☐ Have we considered the broader context and how it might speed or slow our progress?
- ☐ Have we ensured that the chosen building blocks are authentic and "fit" with our organization?
- ☐ Have we organized the activities with the timing and key milestones in mind?
- ☐ Have we built in feedback loops to gather insight, both qualitative and quantitative, along the way?
- ☐ Have we identified mechanisms to support continuous improvement over time?



Level-Up Your Touchpoints

Because people don't engage with information—they engage with experiences—replacing dull memos with stories, nudges, and co-creation turns passive awareness into active participation and lasting change.

Building Blocks Cheat Sheet				
Sharing the Story	Interacting & Exploring with Others	Personalizing the Story	Tracking Progress	Keeping Top of Mind
 Map/Visual Explanation  Poster/Mural  Email  Digital Magazine or ebook  Podcast  Installation/Pop-up Exhibit  Presentation  Brochure  Memo/White Paper  Animation/Video	 Workshop  Webinar/Webcast  Learning Game  Demonstration  Instructor-led Learning  Executive/Stakeholder Briefing  Offsite Team Building  1:1 Meeting  Team Meeting/Briefing/Rally  Roadshow  Conference	 Worksheet  Journey Map  Role Play/Skit/Improv  Scenario Planning Tools For Daily Work  Quick Reference Wallet Card/Keychain  Q&A On Demand/Answer Sensei/Help Desk  App/Mobile Experience  Forums/Asynchronous Q&A  Handbook/Guide/Playbook  How-to Videos  Card Deck	 Success Stories/Spotlight Videos/Case Studies  Dashboard/Status Tracker/Data Visualization  Measurement System/Gather Evidence  Feedback Loop on Individual Performance  Celebration Staying Motivated  Contest/Competition  Recognition/Shout Outs/Awards/Incentives  Quiz/Test  Big Symbolic Action by a Key Influencer Flip Learners to Teachers  Town Hall/Lunch & Learn  Best Practices  Equip Champions with Whiteboard Sketch  Advocacy Kit  Peer Coaching/Mentorship	 Tips & Tricks/Daily Reminders  Environmental Reminders  THE BIG CAMPAIGN Build Unique Linguistic Visual Identity Maintaining Victories  Leverage Existing Totems/Rituals/Symbols  Update & Align Related Processes & Documents  Document & Archive For Long Term  Redesign Space to Support The Change  Onboard New Employees Continuous Improvement  Retrospective  Insights to Action Workshop  Pilot Project  Start/Stop/Continue Exercise  Kanban Board



Step 4:

Measure and Optimize Like a Marketer

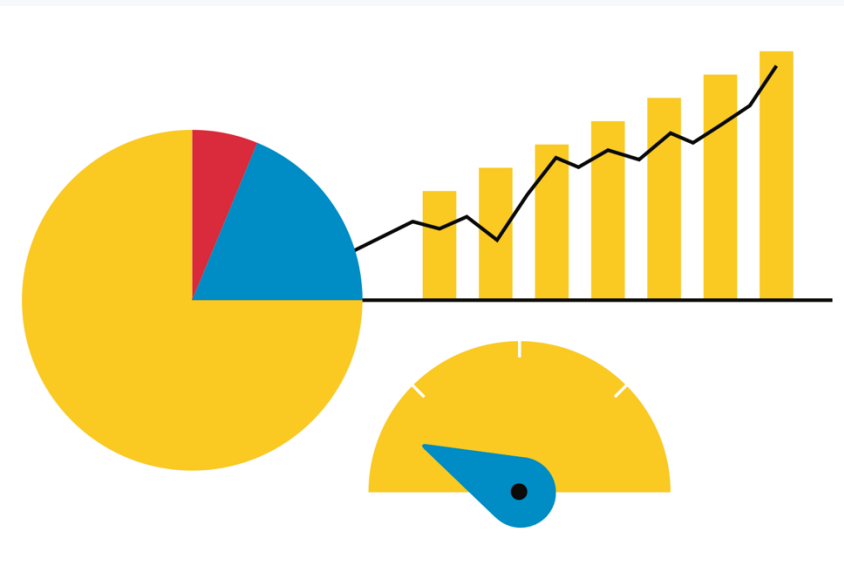


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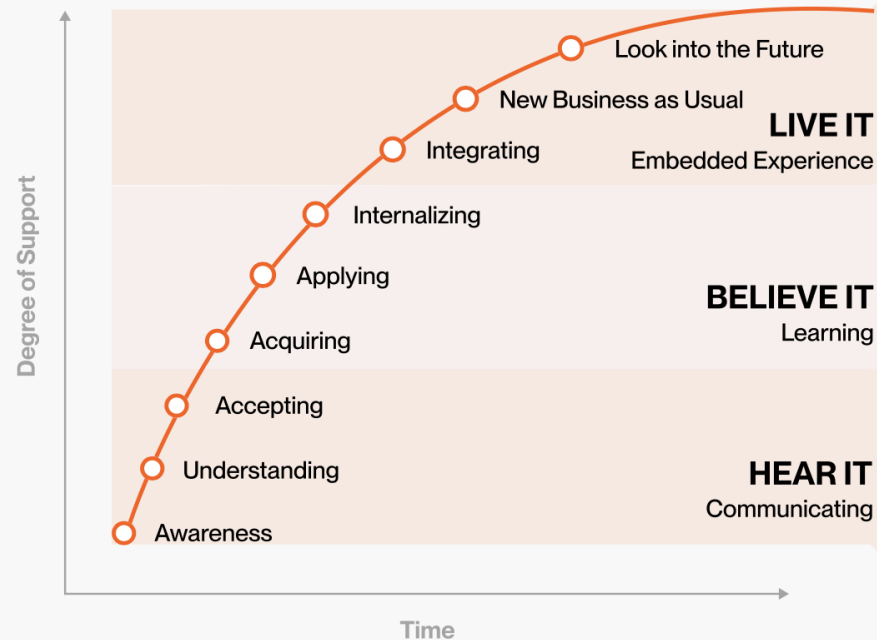
**Which of these best describes how
your organization measures change
engagement?**



“What gets measured gets managed”
-Peter Drucker



KPIs are the Result, KCIIs measure the Journey



What evidence do we see of behavior change?

- % of people exhibiting new behaviors
- Customer Net Promoter Score increase
- Employee satisfaction increase
- Efficiency or productivity increase
- Cost savings
- Sales growth (% or \$)

What evidence do we see of agreement?

- % of people who can explain how this relates to their job
- % of people who support the initiative
- % of people who disagree with the initiative
- Rate of peer-to-peer teaching
- Employee satisfaction scores

What evidence do we see of awareness?

- % of people who can recall key messages (What, How, Why)
- % of people who can put the story in their own words
- Access rates (e.g., attendance, downloads, views)
- Prevalence as a topic in key forums and meetings



Build Your Own Change Dashboard

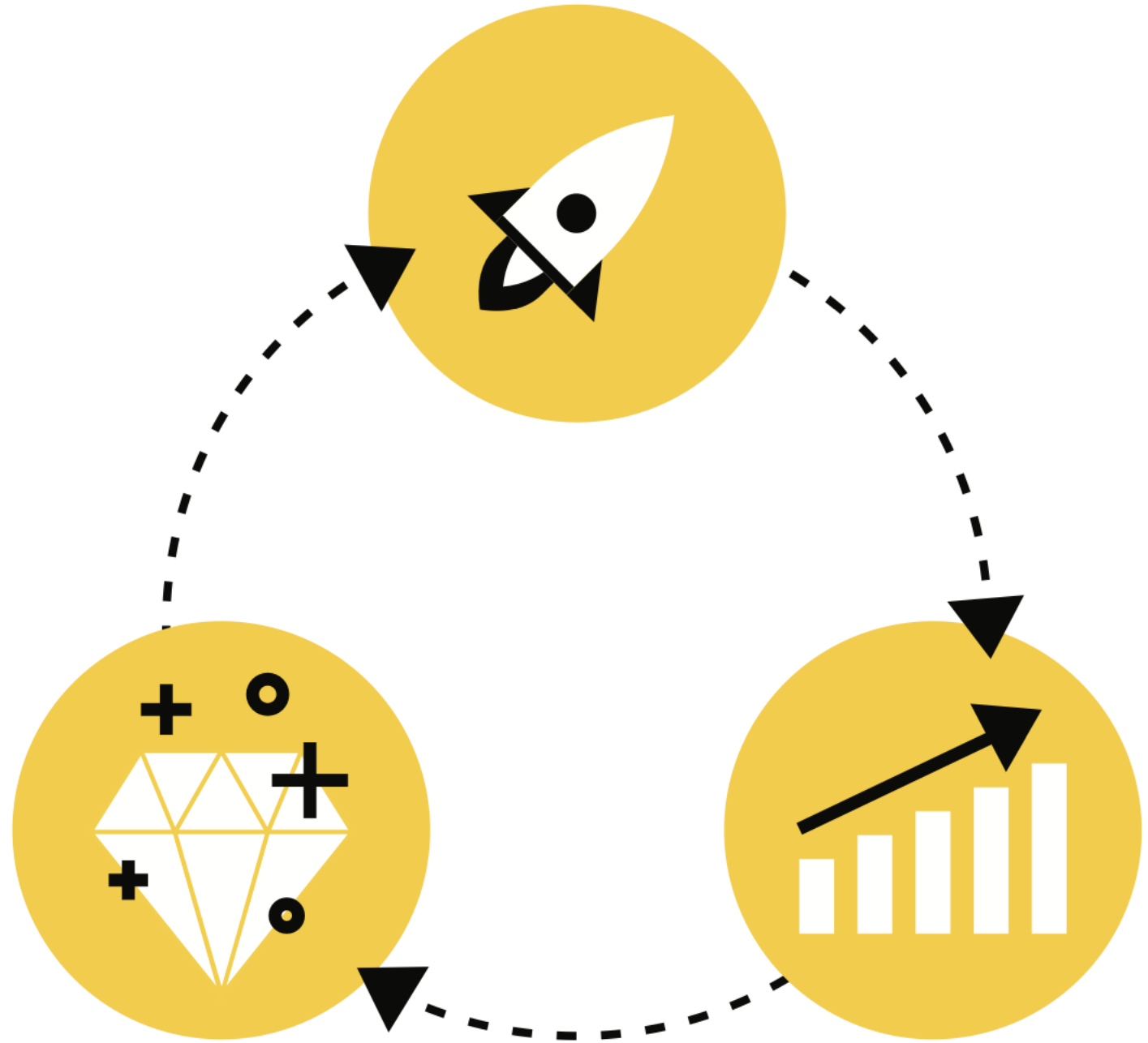
By tracking both KPIs (lagging outcomes) and KCIs (leading behaviors), change leaders can see early signals of momentum, course-correct faster, and prove the value of transformation as it happens.

Measurement System		
NAME OF INITIATIVE:		
 What outcomes would we see if we achieve our vision?	 What qualitative measures will improve?	 Resulting Dashboard: What are the top qualitative and quantitative measures we'll use to track this initiative?
 What quantitative measures will improve?	 Activation Plan Progress?  How will we know when everyone is aware?  How will we know when everyone is engaged?  How will we know when everyone is living it?	 Action Plan: What steps do we need to take to install measurement and ensure we can collect and report this data?



Sense & Respond

Launch...
Measure...
Refine...
Repeat!



POV:

The Change Leader is the CMO of Change



New Role, New Mindset

A change leader becomes the “CMO of Change” by **shifting from managing tasks to designing engagement**—combining the powers of strategist, storyteller, analyst, and designer to inspire belief and drive adoption.



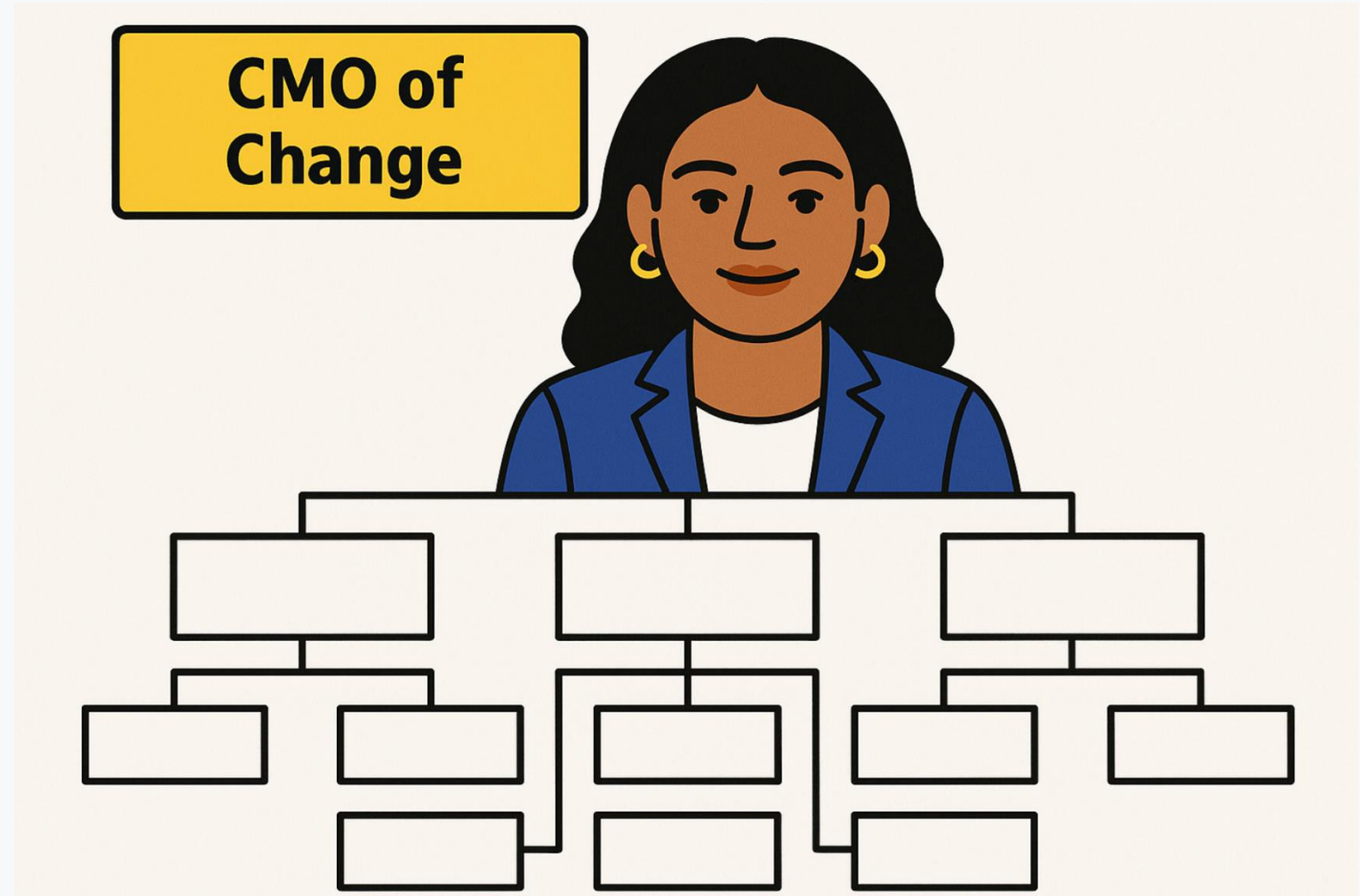
CMO of Change



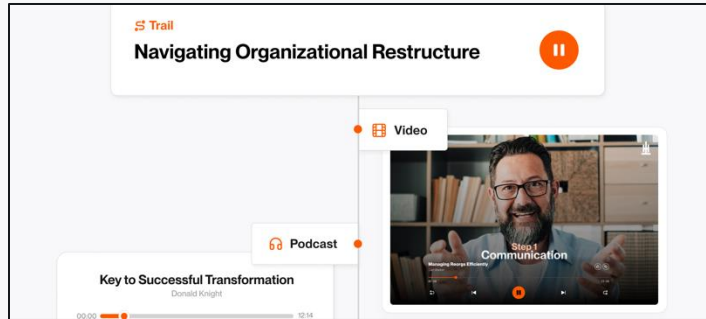
A CMO Works Horizontally

Cross-Functional Superpowers

- HR
- Comms
- Analytics
- Design
- Leadership



Tools of the Trade

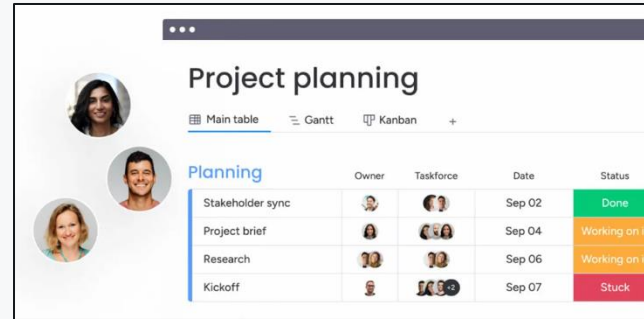


Change Activation & Engagement

Tools: Tigerhall

Best for:

- Driving employee adoption
- Delivering targeted campaigns & nudges
- Embedding guided experiences into workflows



Project & Program Management

Tools: Monday.com, Asana,

Best for:

- Coordinating workstreams & timelines
- Managing dependencies across projects
- Ensuring tactical execution under portfolio strategy



Transformation & Portfolio Management

Tools: Wave, Shibumi, WorkBoard

Best for:

- Tracking enterprise-wide initiatives
- Benefits realization & financial impact
- Providing executives with a single source of truth



Recap: Four Key Plays

1. Know — Understand Your Audiences Deeply

Before you can activate change, you must understand who you're asking to change — their motivations, fears, and barriers.

Key Actions:

- Segment stakeholders by influence and impact.
- Build personas and empathy maps to capture what they think, feel, say, and do.
- Identify early champions, skeptics, and passive audiences.
- Listen first: surveys, interviews, and sentiment analysis reveal what matters most.

Outcome: Clear insight into who you need to engage, what they value, and how they prefer to receive information.



Recap: Four Key Plays

2. Tell — Communicate Through Compelling Stories

People don't rally around mandates — they rally around meaning.

Key Actions:

- Frame your message using the “From–To–Because” model (from current state, to future state, because of shared purpose).
- Make employees the heroes of the story; leaders are the guides.
- Use visuals, testimonials, and stories to humanize the transformation.
- Leverage multiple voices — peers, influencers, and sponsors — not just leadership.

Outcome: A clear, credible, and emotionally powerful story that builds belief and momentum across the organization.



Recap: Four Key Plays

3. Design — Craft Personalized Change Journeys

Once you know your audience, design experiences that meet them where they are.

Key Actions:

- Map the change journey — from Awareness → Agreement → Adoption.
- Replace project plans with experience maps that reflect real human emotion.
- Use campaign techniques: storytelling arcs, targeted content, and multiple touchpoints.
- Prototype and pilot — treat engagement like a test-and-learn loop.

Outcome: Tailored, emotionally resonant experiences that pull people into the change, rather than pushing it at them.



Recap: Four Key Plays

4. Measure — Optimize with Data and Feedback

Like marketing, change activation is a continuous optimization process — measure what matters, learn, and adapt.

Key Actions:

- Track both KPIs (business outcomes) and KCIs (behavioral indicators).
- Monitor engagement with dashboards, sentiment analysis, and pulse surveys.
- Run short activation sprints: launch, test, learn, iterate.
- Share progress stories — feedback loops build trust and accountability.

Outcome: A self-correcting change program that gets smarter, faster, and more effective over time.



POV:

“When you Know your people, Tell a story that inspires, Design for them, and Measure what moves them — change stops feeling like something done to people and starts becoming something done with them.”



Next Steps

1st Audit Your Current Change Approach

2nd Build Your “Change Campaign” Team

3rd Launch a Pilot Change Campaign

- Apply the four plays — Know, Tell, Design, Measure — to one upcoming initiative.
- Start small, measure engagement, learn fast, and iterate.
- Focus on building emotional connection and visible momentum.



Discussion



We'd love your feedback!





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