CX Transformation Course: Diagnosis, Sponsor Alliance, ADKAR Adoption, Frontline Readiness, Benefits

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Dubai - Marriott Hotel Al Jaddaf, Dubai

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Programme Summary

CX transformation is the subject of this two-week training course for chief customer officers, transformation directors and heads of customer experience, ending in a CX transformation plan for one customer journey area. Many organisations announce a new customer promise and then discover that structures, incentives and frontline habits have not moved. The programme runs from diagnosis and the case for change to target design, governance, change management, frontline readiness, adoption measures and benefits tracking. Mars Training Centre UK delivers this programme on CX transformation to mixed-organisation cohorts.

The Business Case

Banks, airlines, utilities, retailers and public agencies often spend heavily on customer programmes that fade once the project team moves on. Transformation succeeds when leaders agree why the experience must change, assign owners, prepare the people who deliver it and measure whether the change holds. Without that discipline, new journeys are launched but old behaviour continues.

- Programme Delivery: Improves when governance, owners and stage gates are defined from the start.
- Frontline Behaviour: Shifts when people are prepared and reinforced, not only informed.
- Benefit Realisation: Becomes visible when benefits are registered and tracked against agreed measures.

Principles and Evidence Base

- ADKAR: Describes change as Awareness, Desire, Knowledge, Ability and Reinforcement for each person, applied in Sessions 6 and 7 to frontline adoption.
- Kotter's 8-Step Change Model: Sets out a sequence from urgency to anchoring change, applied in Sessions 4 and 9 to sponsorship and sustainment.
- Net Promoter Score: Gives a recommendation measure, applied in Sessions 2 and 8 to baseline and outcome reading.
- Customer Effort Score: Shows how hard tasks felt, applied in Sessions 2 and 8 to hotspots and progress.

Intended Participants

- Chief customer officers who must lead the organisation to a new customer experience.
- Transformation directors who run programme offices, roadmaps and stage gates.
- Heads of customer experience who own measures, journeys and design standards.
- Operations and service executives who release frontline teams for change.

Typical settings include banking, telecommunications, aviation, utilities and government services.

Learning Outcomes

1. Participants will be able to evaluate the current experience and an organisation's readiness for change.
2. Participants will be able to construct a case for change that executives can support.
3. Participants will be able to design a target experience with the capabilities it requires.
4. Participants will be able to construct a roadmap and governance model for a multi-month programme.
5. Participants will be able to design a frontline readiness plan using ADKAR.
6. Participants will be able to justify an adoption, benefits and sustainment plan to a steering group.

Programme Structure

Day 1: CX Transformation Foundations and the Case for Change

Why must the experience change, and what follows if it does not?

- Transformation Scope Statement
- Customer Experience Baseline Review
- Case for Change Narrative
- Cost of Poor Experience Worksheet
- Transformation Readiness Check

Day 2: Diagnosing the Current Experience

Where does the experience fall short, and for which customers?

- Journey Pain Point Scan
- Net Promoter Score Gap Reading
- Customer Effort Score Hotspot Map
- Frontline Listening Session Guide
- Root Cause Cluster Chart

Day 3: Designing the Target Experience

What should customers experience instead, and what must change to deliver it?

- Experience Principles Charter
- Target Journey Storyboards
- Capability Gap Matrix
- Service Promise Statement
- Quick Win and Long Build Split

Day 4: Building the Sponsor Alliance

Who must lead, and how do leaders stay aligned?

- Sponsor Roles Agreement
- Stakeholder Commitment Map
- Guiding Coalition Canvas
- Executive Alignment Session Plan
- Resistance Forecast Log

Day 5: Programme Office and Governance

How is a multi-month transformation run and controlled?

- Transformation Roadmap Template
- Workstream and Owner Register
- Decision Rights Chart
- Stage Gate Review Pack
- Dependency and Risk Register

Day 6: ADKAR for Customer-Facing Change

How does a person move from hearing of a change to doing it?

- ADKAR Outcome Assessment
- Awareness Message Plan
- Desire Barrier Interview Guide
- Knowledge and Ability Training Plan
- Reinforcement Recognition Plan

Day 7: Frontline Readiness and Capability

What do frontline teams need in order to deliver the new experience?

- Role Impact Assessment
- Frontline Playbook Outline
- Coach and Manager Toolkit
- Practice Scenario Library
- Readiness Pulse Check

Day 8: Adoption Measures and Benefits Tracking

How is it known that the change is taking hold and paying back?

- Adoption Metric Set
- Customer Outcome Scorecard
- Benefits Register
- Leading and Lagging Indicator Map
- Monthly Programme Dashboard

Day 9: Sustaining the Change

How is the change kept alive once the programme team moves on?

- Anchoring Plan from Kotter's Final Step
- Governance Handover Charter
- Standard Work Update Log
- Continuous Feedback Loop
- Relapse Warning Review

Day 10: CX Transformation Plan for One Customer Journey Area

Do the earlier tools combine into a plan that a steering group can approve?

- Applying the Session 2 Journey Pain Point Scan
- Testing the Session 5 Transformation Roadmap Template
- Checking the Session 6 ADKAR Outcome Assessment
- Rehearsing the Session 8 Benefits Register
- Completing the CX Transformation Plan

Methodology

The programme uses structured exercises built on prepared case material for two organisations, one a retail bank reshaping branch and digital service and one an airline redesigning disruption handling. Participants work in groups through each stage, challenge each other's plans and defend the final CX transformation plan to peers acting as a steering group.

- Suggested activity: Rewriting a case for change after a sceptical executive rejects the first version.
- Suggested activity: Interviewing a role-played frontline team to find the barrier at the Desire stage.
- Suggested activity: Cutting a benefits register to the measures a steering group will actually review.

Capstone Output

Each participant completes a CX transformation plan for one customer journey area. It holds a baseline and case for change, a target experience, a roadmap with governance, a frontline readiness plan, an adoption and benefits scorecard, and a sustainment charter. The plan is used at work to brief a steering group, to commission workstreams and to explain to executives how progress will be judged.

Frequently Asked Questions

Is a CX transformation training programme suitable for leaders who have not run a large change before?

Yes. CX transformation is taught through prepared cases and templates. The programme assumes responsibility for customer experience, service or transformation outcomes, but no earlier experience of running a programme office.

Which models does CX transformation rest on in this programme?

CX transformation here rests on ADKAR for individual change, Kotter's 8-Step Change Model for leadership sequence, and the Net Promoter Score and Customer Effort Score for measuring progress.

How is the CX transformation plan used at work?

You use the CX transformation plan to brief a steering group, to commission and sequence workstreams, and to explain how adoption and benefits will be tracked and reported.

How does CX transformation differ from a customer-centric operating model programme?

CX transformation concentrates on running and sustaining a multi-month change programme, while a customer-centric operating model programme concentrates on journey owners, incentives and executive review routines.