

May 2026

# Leading through Change

BAIN & COMPANY

# Change is hard

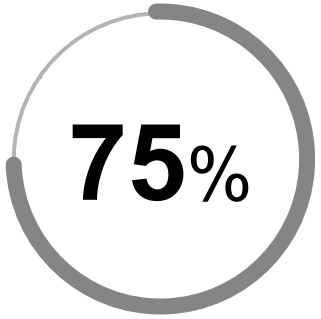


Note: Achieved or exceeded (100% or more of results); Settled for dilution (between 50-99% of results); Failed to deliver (less than 50% of results)
Source: Bain 2023 Transformation & Change Survey (N=409) – includes 7 Bain respondents

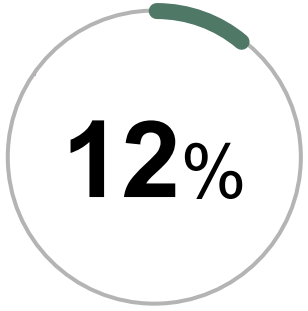
## In a study of over 400 companies executing major changes…




**Failed** to deliver, producing less than 50% of the expected results

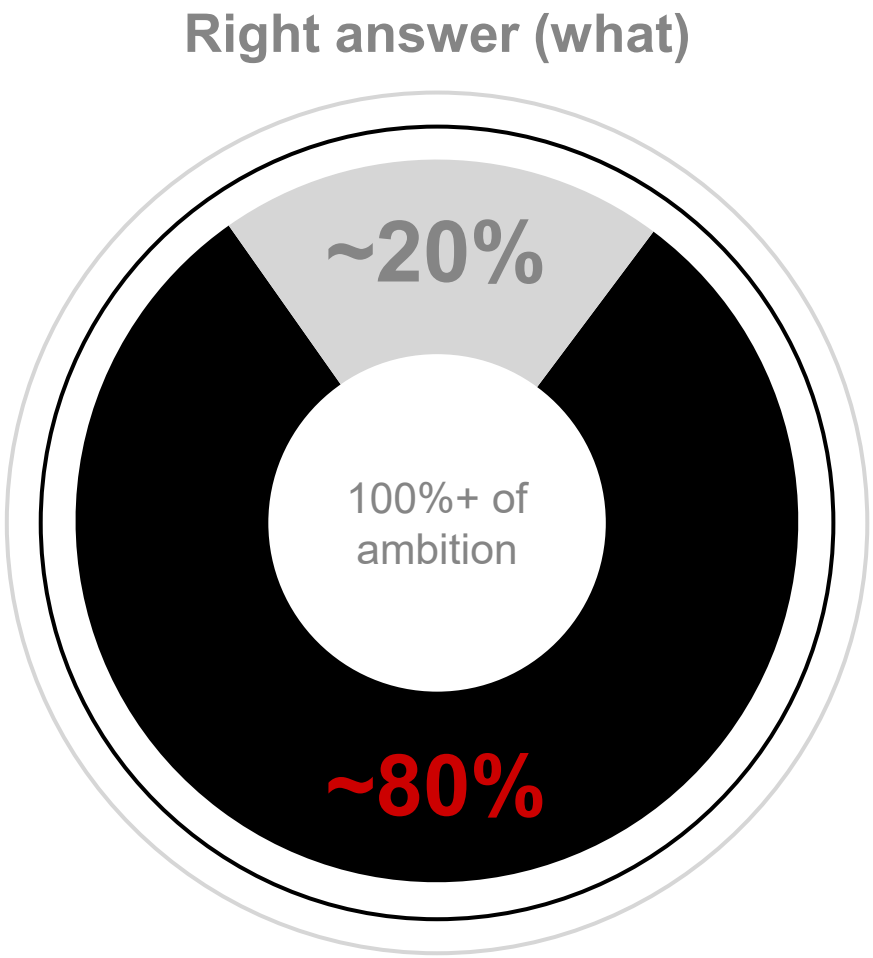



Settled for **dilution** of value and **mediocre** results




**Achieved/exceeded** the ambition that was set

# The difference between good and great is an even stronger focus on delivery




## People / companies that anticipate and mitigate delivery risks successfully are

**2x** more likely to achieve their ambition

**3x** more likely to sustain the change

# **The fundamental challenge:** installation vs. realisation



## Installation
Putting something new in place

Deploying a new strategy, organization structure, process, or system

## Realization
Reaching the intended outcome

Achieving the results promised to stakeholders typically requiring change in behavior

# Influencing change is a five-step sequence

*Most ideas fail because they skip steps, not because they are wrong.*

**Spot** the need for change **1**

**Empathize** with the decision-maker **2**

**Build** the case in their language **3**

**Measure** what matters — beyond cost **4**

**Sponsor** and sustain the change **5**



1

# You see the opportunity before anyone else does.

**You see the whole journey** — every booking, every traveler, every supplier touchpoint

**You hear from every level** — execs, road warriors, finance, and ops, all in one inbox

**You connect the data** — spend, behavior, compliance, and satisfaction sit in your tools, not theirs

**You notice what others normalize** — the workarounds, the exceptions, the “that’s just how we do it”



1

A clear picture of the **“beach”** and understanding of the **“why”** can be incredibly powerful



# 2 Build the case for them, not for you

*Most change ideas fail because the pitch is built for the proposer, not the decision maker.*

## WHO TO CHOOSE

*Pick the one person whose support you most need:*

Your boss or boss's boss

Finance lead or CFO

HR lead or People partner

COO or operations leader

A business unit leader whose people travel

## WHAT TO ASK ABOUT THEM

*Step into their shoes for a moment:*

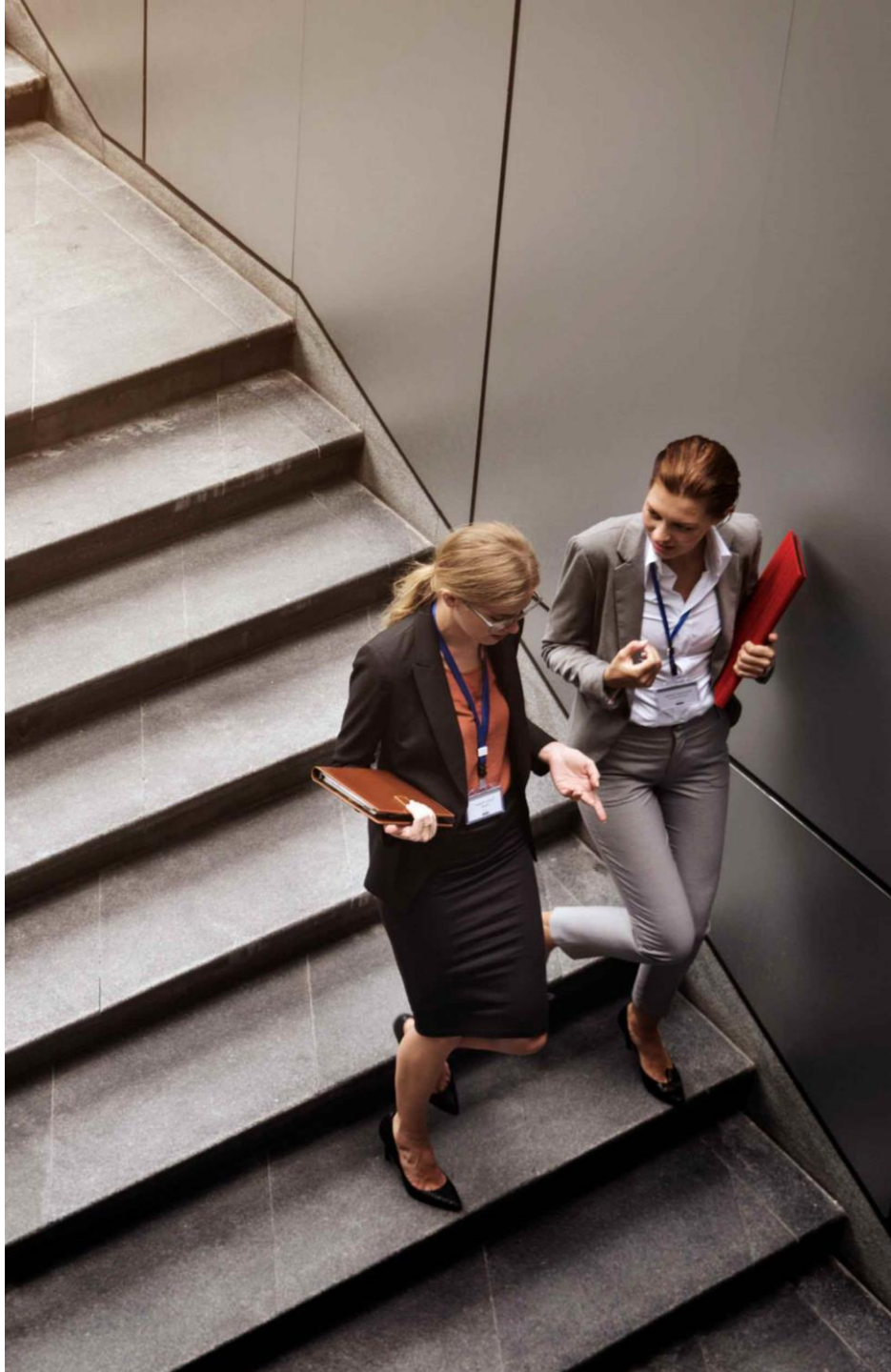
What are they hearing from peers and leadership?

What do they see in the business?

What are they thinking but not saying?

What do they see as risks?

What would they count as a win?



# 2 Empathy maps can be game-changing in how you communicate with different stakeholders

*Step into their world before crafting the case for change.*




**PAIN**
*fears · frustrations · obstacles*

**GAIN**
*wants · needs · measures of success*



# Build the case

*What would convince your leadership team to back this change?*

**01 What is the problem?**
*What is happening today that should not be?*

**02 Why now?**
*Why is this worth acting on now?*

**03 Who cares?**
*Who wins, who worries, who decides?*

**04 What are the options?**
*Two or three plausible paths forward*

**05 What value will it create?**
*Beyond savings — experience, productivity, risk*

**06 What KPIs will prove it?**
*Outcome, adoption, sustainment*

**07 Who must sponsor it?**
*To make it real and visible*

**08 What is the first step?**
*In the next 30 days*

***Build it in your stakeholder's language, not your own***

# 4 Measures of success: KPIs beyond cost savings

*If cost is the only KPI, you will undersell the value of change and miss whether adoption is happening.*

| **OUTCOME** Lagging<br>*The value created* | **ADOPTION** Leading<br>*Early signals it is taking hold* | **SUSTAINMENT** Durability<br>*Still working months later* |
|---|---|---|
| Productivity | Channel adoption | Stable performance month-over-month |
| Traveler experience / NPS | Advance booking % | Fewer escalations over time |
| Compliance and risk | Exception rate | Declining manual interventions |
| Service quality | Approval turnaround | Routine reporting cadence |
| Cost savings & leakage | Manager participation | Tracked outcomes vs. baseline |

**Track outcomes over time.** Every business case needs **outcome, adoption, and sustainment** KPIs, not just savings at launch.

# 5 You say more and people hear less. Communicating during change is different.

**20%**
ability to process information

**12’**
minute attention span

**3**
main ideas

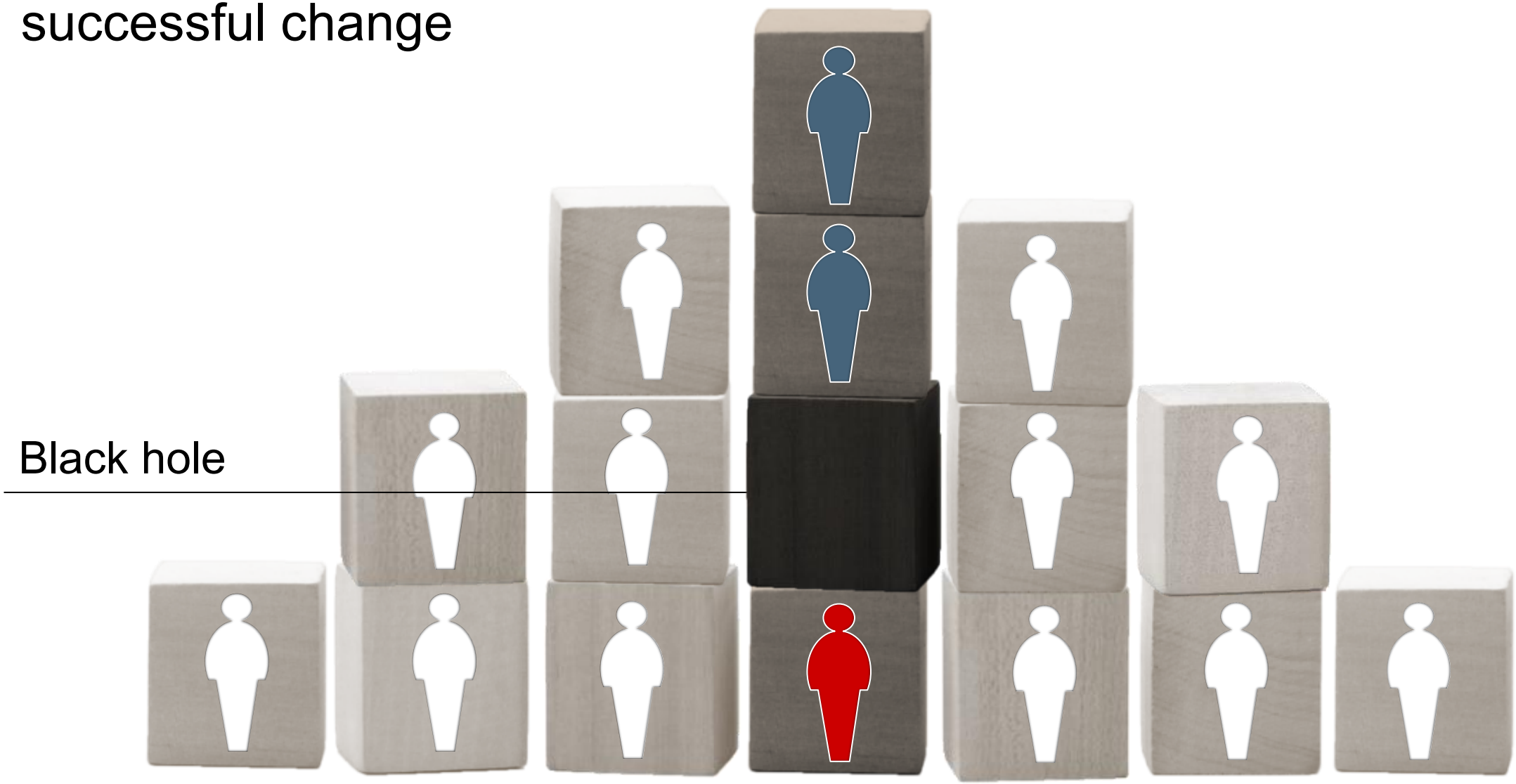


**Simple** messages

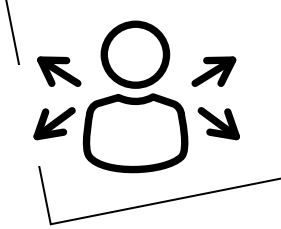
**Dialog**

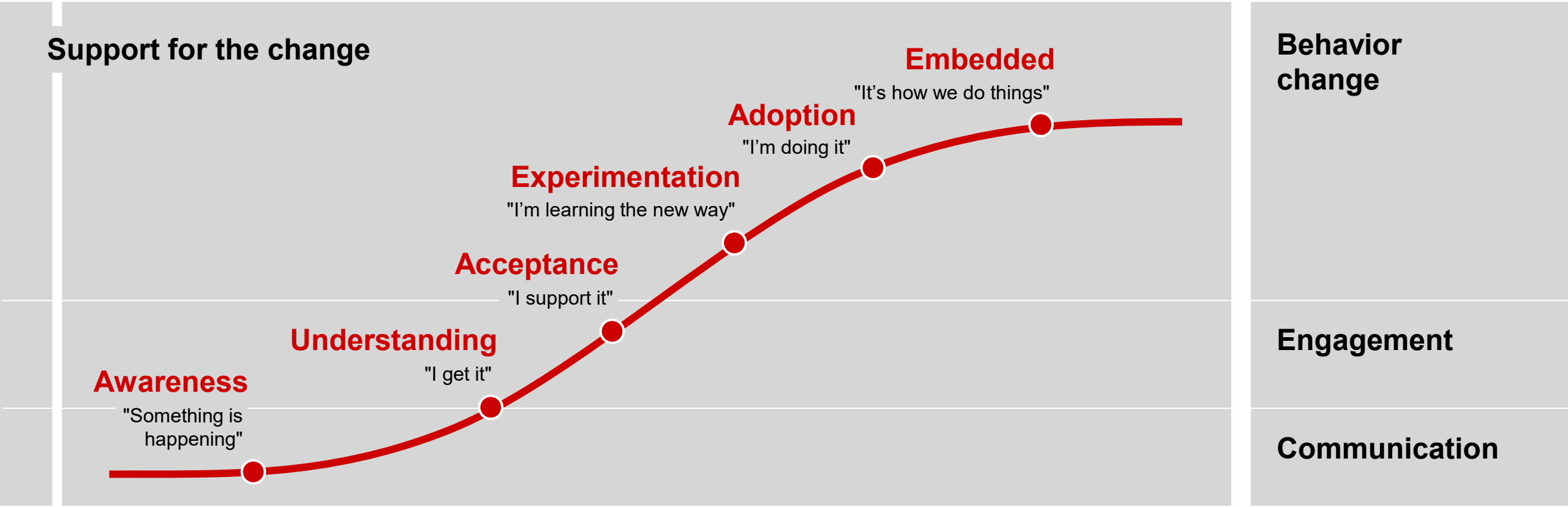
**Trusted** messengers

# 5 A healthy Sponsorship Spine is the most powerful lever for successful change

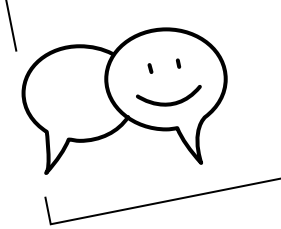


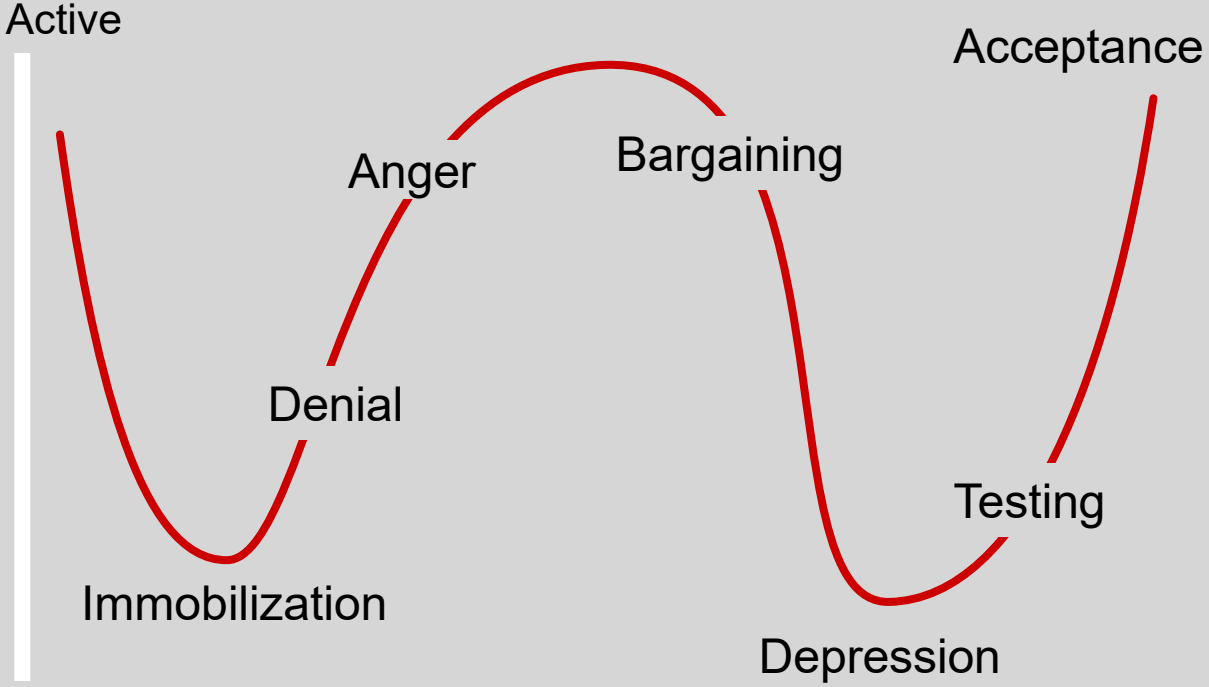
# 5 Help the critical populations move up the commitment curve with targeted interventions

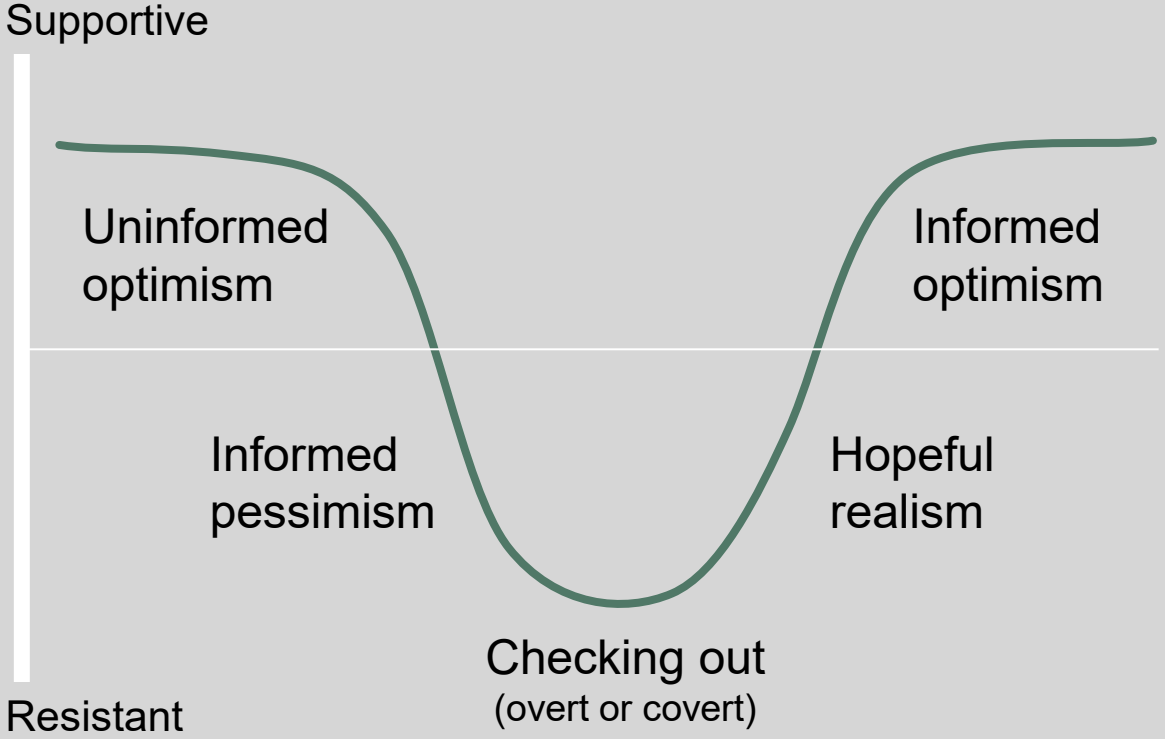




# 5 All change is resisted – but resistance follows predictable patterns





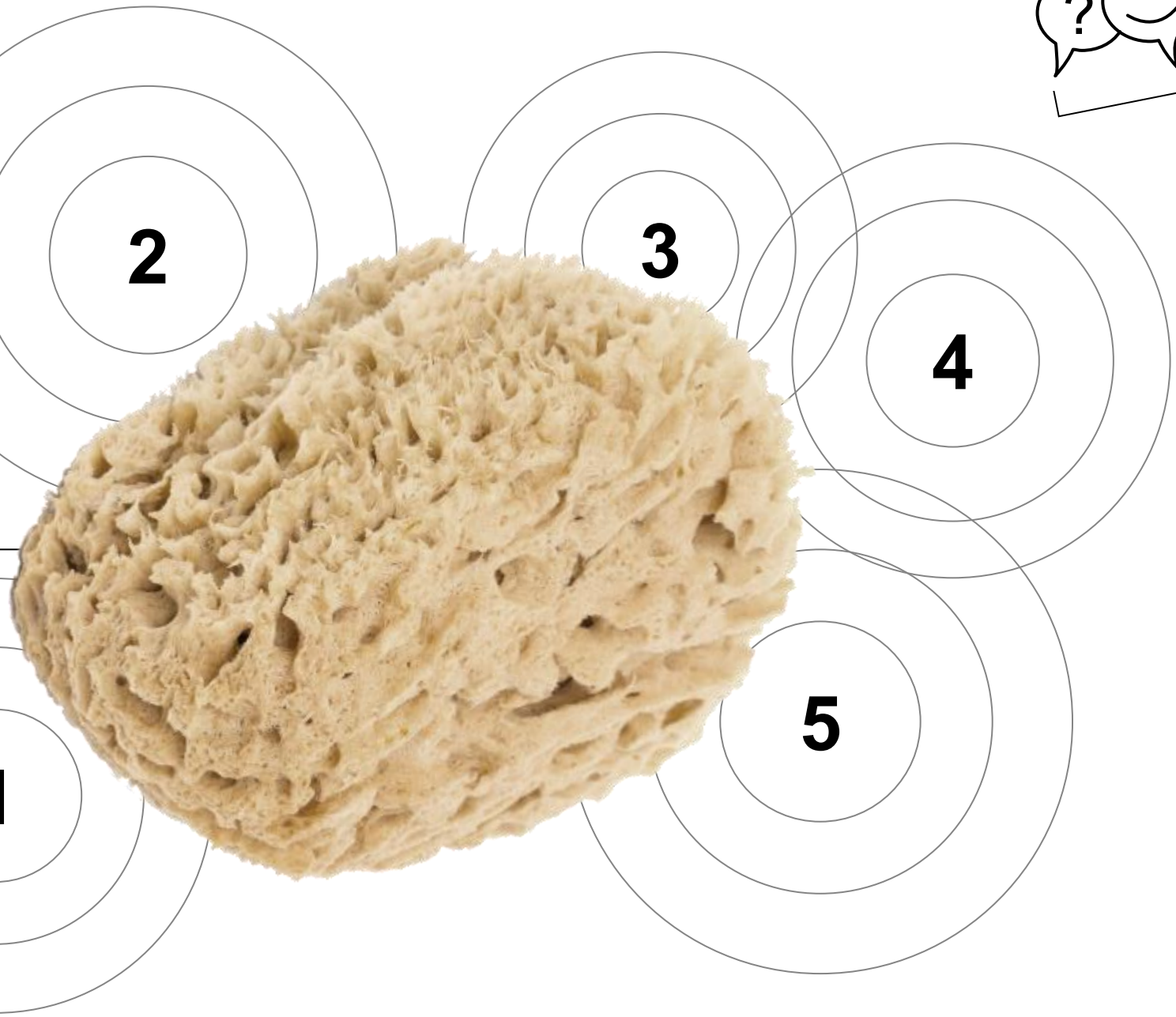

Stages of **negatively perceived change**

Stages of **positively perceived change**

# 5

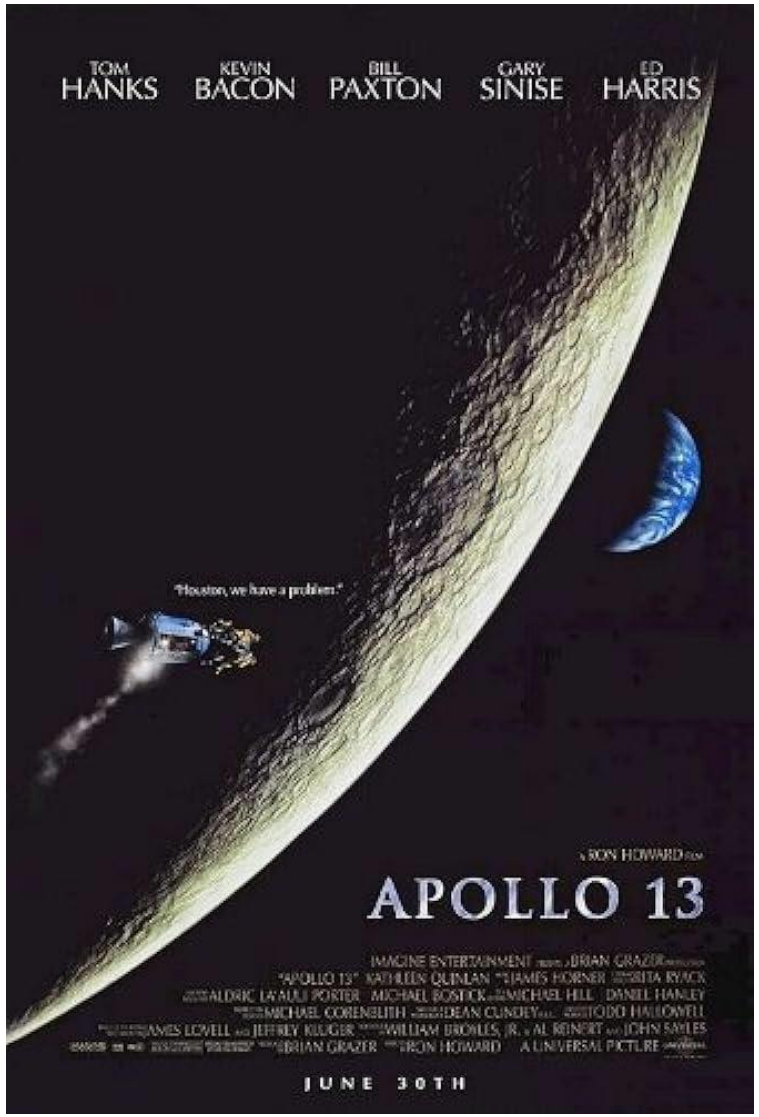
Move as fast as you are able to manage the “Sponge”

**Imagine** if you were here…




Initiatives

# Let’s watch a quick video clip




- 2 days before launch
- Mission commander Jim Lovell (Tom Hanks) learns from NASA officials that crew member Ken Mattingly (Gary Sinise) has been exposed to the measles
- This results in a change - substituting the back up pilot Jack Swiggert (Kevin Bacon) for Mattingly at the last minute
- As you watch the video clip, make a note of
  - Examples of resistance
  - Examples of effective sponsorship
- Be prepared to discuss

What **examples of resistance and sponsorship** did you observe?



# Influencing change is a five-step sequence

*Most ideas fail because they skip steps, not because they are wrong.*

**Spot** the need for change
You see the opportunity before others do

1

**Empathize** with the decision-maker
Craft the story for them, not for you

2

**Build** the case in their language
Show the problem, why now, the value, the risks, & first steps

3

**Measure** what matters — beyond cost
Track outcomes, adoption, and sustainment

4

**Sponsor** and sustain the change
Use simple messages, trusted sponsors, & realistic capacity

5





**Closing**: What is one action you will **commit** to taking to be a **lead change in your organization?**


Thank you
BAIN & COMPANY