

## **UNO IT Academy Organizational Change Management**

### **Scenario C – Work from home in the call center for the new evening shift**

**Summary:** Customers like the new services available online and on mobile devices such as apply for a home loan and open a new account. But they often have questions once they start and the current call center is only available until 7 PM. Customers want the bank to offer support until 1 AM for both calls and web chat. Today they do not support web chat. To offer these later service the Bank has agreed to allow customer service agents to work from home and have installed web chat on their website. Now it's time to implement work from home, web chat and a new shift for call center employees.

**Actors:** call center representative (CSR), call center manager, IT support for the call center, project manager, retail bank customers.

#### **Scenario:**

Trustworthy bank is a mid-sized bank with a growing set of services offered over the web including apply for loan online, opening new accounts online, etc. But they often have questions once they start and the current call center is only available until 7 PM. Customers want the bank to offer support until 1 AM for both calls and web chat. Today they do not support web chat. To offer these later service the Bank has agreed to allow customer service agents to work from home and have installed web chat on their website.

You are the project manager for this project to:

- Implement work from home using company owned workstations and IP phones installed in VSR homes over a business grade cable connection. Initially this new option will only be available for the new 5 PM to 1 AM shift.
- The company currently uses Avaya phone system, an Avaya CTI system to route call to the available agents with the correct skills to answer the customer questions. They have now added Avaya web chat to the bank web site and will integrate this to the CTI system so that a person doing web chat does not have to take calls at the same time.
- Measure usage of these new services so the bank officers can determine if this is worth the additional cost to support these new hours.

As a project manager for this project you believe you will encounter resistance from a number of parties involved. Your job is to identify the resistance that might develop and have a plan in place to manage the parties quickly through the change process so the project can be a success.